EXPORT MEMORY: A PRELIMINARY INVESTIGATION OF ITS QUALITY, ITS USE, AND ITS LINK TO EXPORT PERFORMANCE

VOL. 2

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Doctor of Philosophy

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September 2007

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CHAPTER THREE

APPENDIX 3.1 Questions for the Interviews

Conceptualization of Export Memory Quality

(1) What would constitute your organization's historical resource?

(2) How does your organization record export market intelligence or knowledge?

(3) How is historical export market intelligence kept in your organization? In what forms is it stored?

(4) How much of historical export market intelligence would reside in each of these "depositories"?

(5) What kinds of information would be important in understanding the export market?

(6) What do you think constitute a high quality "export memory"?

(7) Where does historical export market intelligence reside?

(8) What do you think are the dimensions of quality export memory?

(9) Do people get access to stored information efficiently and effectively?

(10) How recent are the stored export information you have in your organization? Are they quickly updated when there are changes in the environment or when new information becomes available in the market?

(11) Do people in your organization normally find the information they need at the time they need it?

(12) Does your organization keep certain export market information which is not available to the other players in the industry?

(13) Does everyone in your organization who needs export market information have easy access to it?

(14) Does your organization depend on just a few people for the success of your export operation?

(15) Are people in your organization dispensable since a system is already in place to pursue the success of your export operation?

(16) If some people involved in your export operation leave, would the organization manage to continue as usual?

Antecedents to Export Memory Quality

(1) What factors do you think determine the establishment of a record export market intelligence or information?

(2) How does your organization acquire information related to the export market?

(3) Who in your organization acquires information related to the export market? Is information acquisition an organization-wide activity?

(4) Where does your organization source export market information? How many sources do you have and what are they?

(5) How often does your organization generate export market information?

(6) Is there an established system for generating export market information?

(7) What kind of information does your organization acquire within the export operation?

(8) How much export market information does your organization have?

(9) How recent are the export market information you have in store?

(10) What do you do with the acquired information?

(11) Do you keep a record of the export market information acquired? If so, how do you record them?

(12) How much of the information your organization acquires actually end up being stored? Who determines what is stored and how much of it?

(13) Do the people in your organization share information relevant to the export market? If so, what methods do you use in sharing information? Could you describe how people in your organization actually share information?

(14) Is there regularity in the sharing of export market information?

(15) How many departments in your organization share information relevant to the organization's export operation?

(16) Does your organization have a system that guides and facilitates the sharing of information?

(17) How much information is actually shared?

(18) What does your organization do with the information that is shared? Does a process of information integration occur in your organization? Does your organization

actually synthesize and develop new knowledge out of the raw information your organization acquires?

(19) How long has your organization been in the export market operation?

(20) What is the share of the export market in terms of your organization's total sales?

(21) Does your organization have a system for storing export market information?

(22) Are there incentives for storing export market information? What are these incentives?

(23) How is the level of computerization in your organization? Has the computer been an effective and efficient means of storing and retrieving export market information?

(24) How often does your organization update its database?

(25) How does your organization see export market information? How much importance does your organization give it?

(26) What role does export market information play in your operation?

(27) How is the experience of the people of your organization in terms of the export operation?

(28) Does your organization value or give importance to the export operation?

Effects of Export Memory Quality on Export Performance

(1) How do you use stored information in the context of your export operation? Please cite examples.

(2) How often do you use stored export market information?

(3) On what basis do you use stored export market information?

(4) What stored export market information would you find useful?

(5) What elements constitute useful stored export market information?

(6) On what occasions might export market information be useful?

(7) Does your organization get any help from stored market information?

(8) In what kind of environment would you find stored export market information useful?

(9) Please describe the state of the industry your organization is in as concerns your export operation?

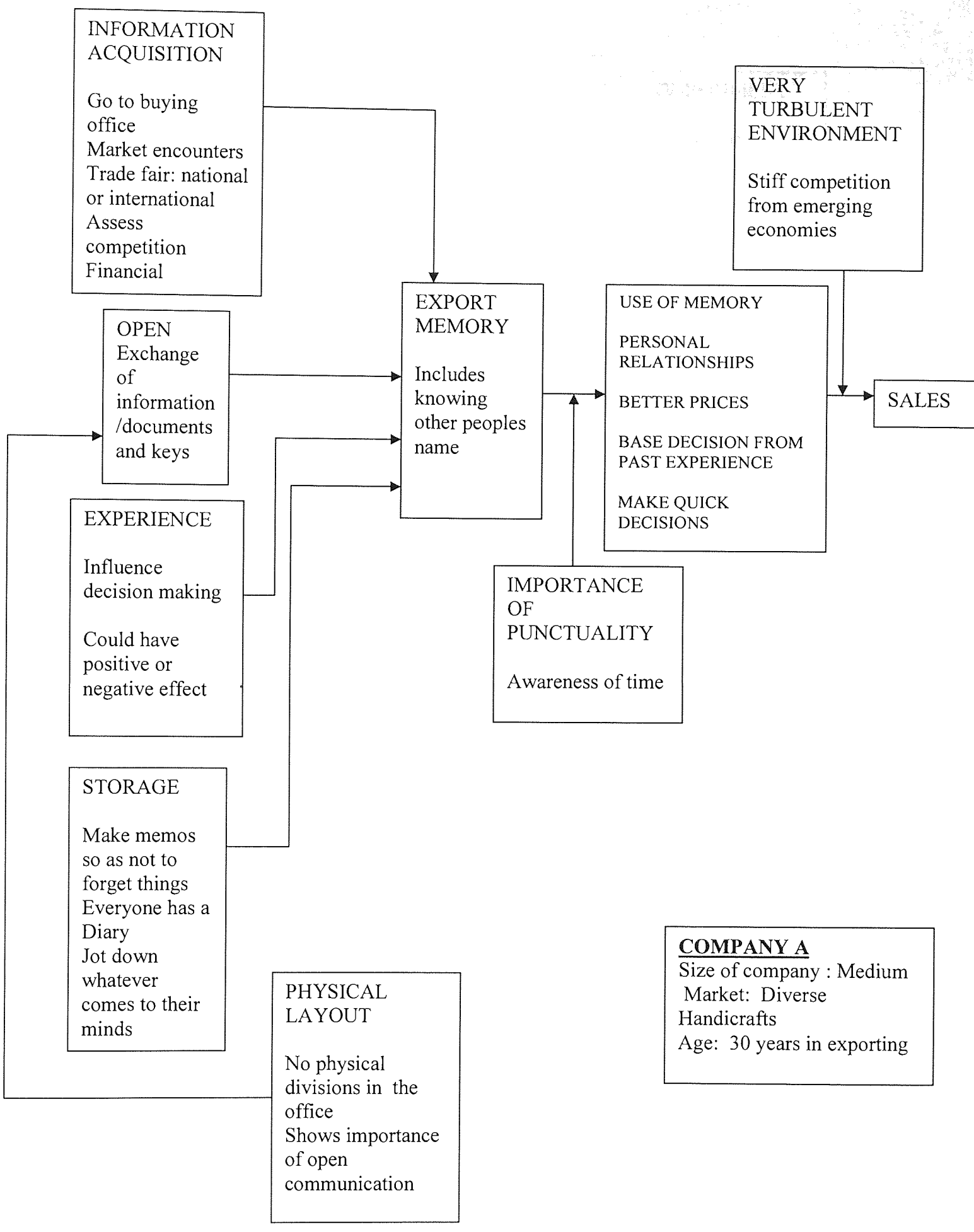
(10) Please give us the trend on how your organization is doing in terms of market share in your export operation.

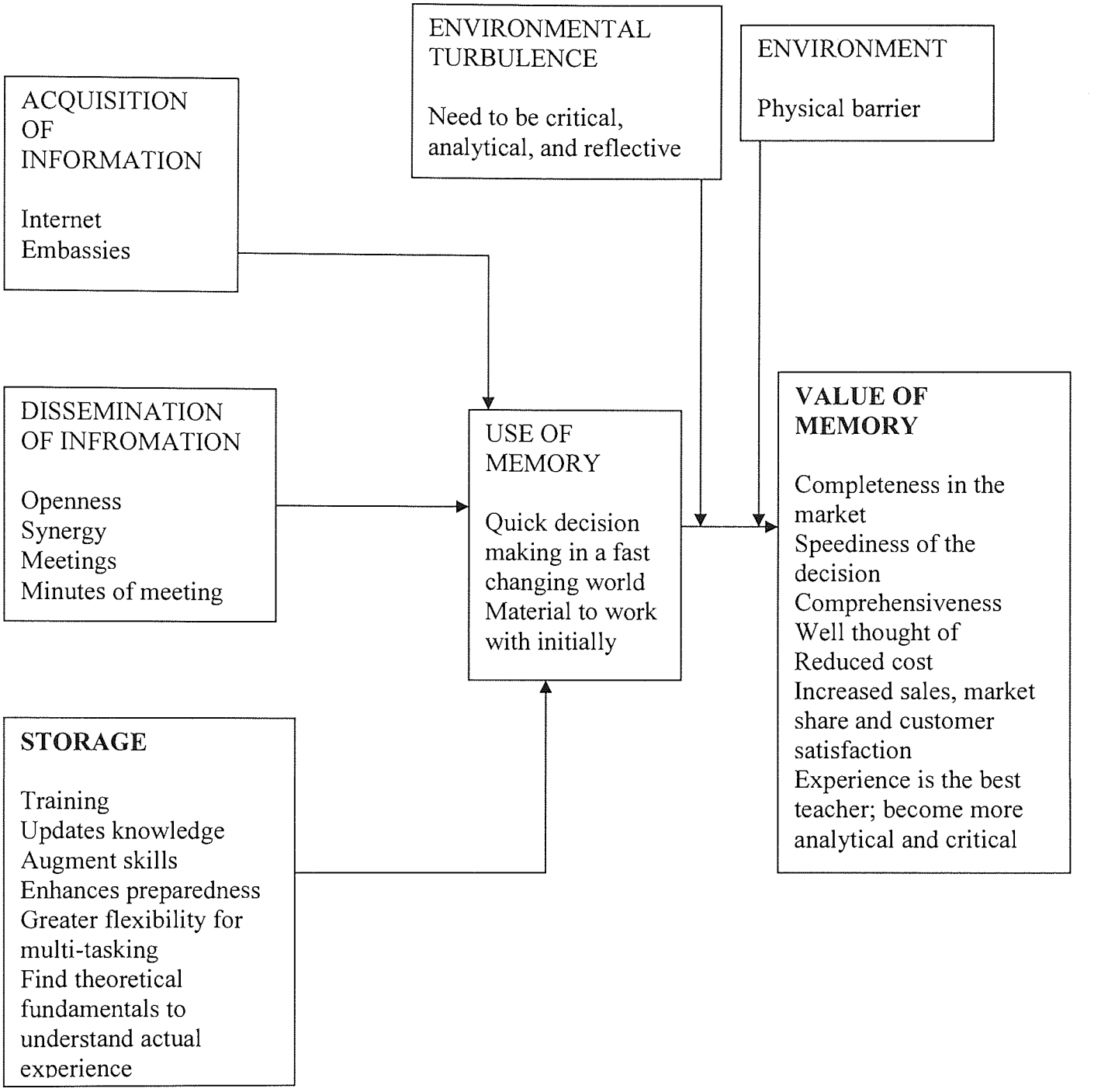
(11) What are the positive and negative sides of having a quality export memory?

(12) Please cite examples on how export memory is used in your organization.

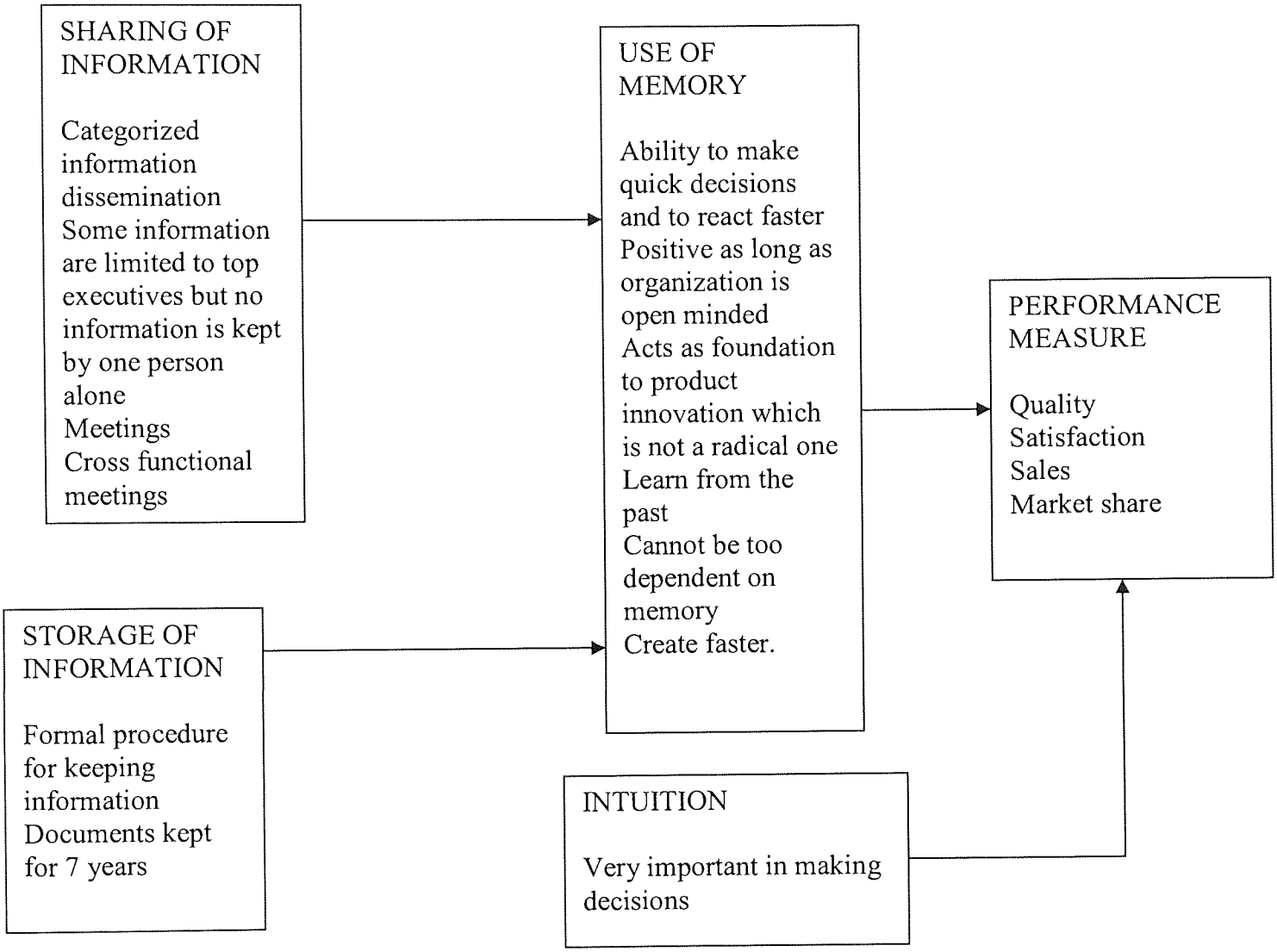
Six Basic Questions

1. How do you conceptualize your organization's stock of knowledge on the export market?
2. What attributes should be present in a quality export memory?
3. How do you build your export memory?
4. How do you use your export memory?
5. What are the consequences of using export memory?
6. How does environmental turbulence influence the use of export memory?

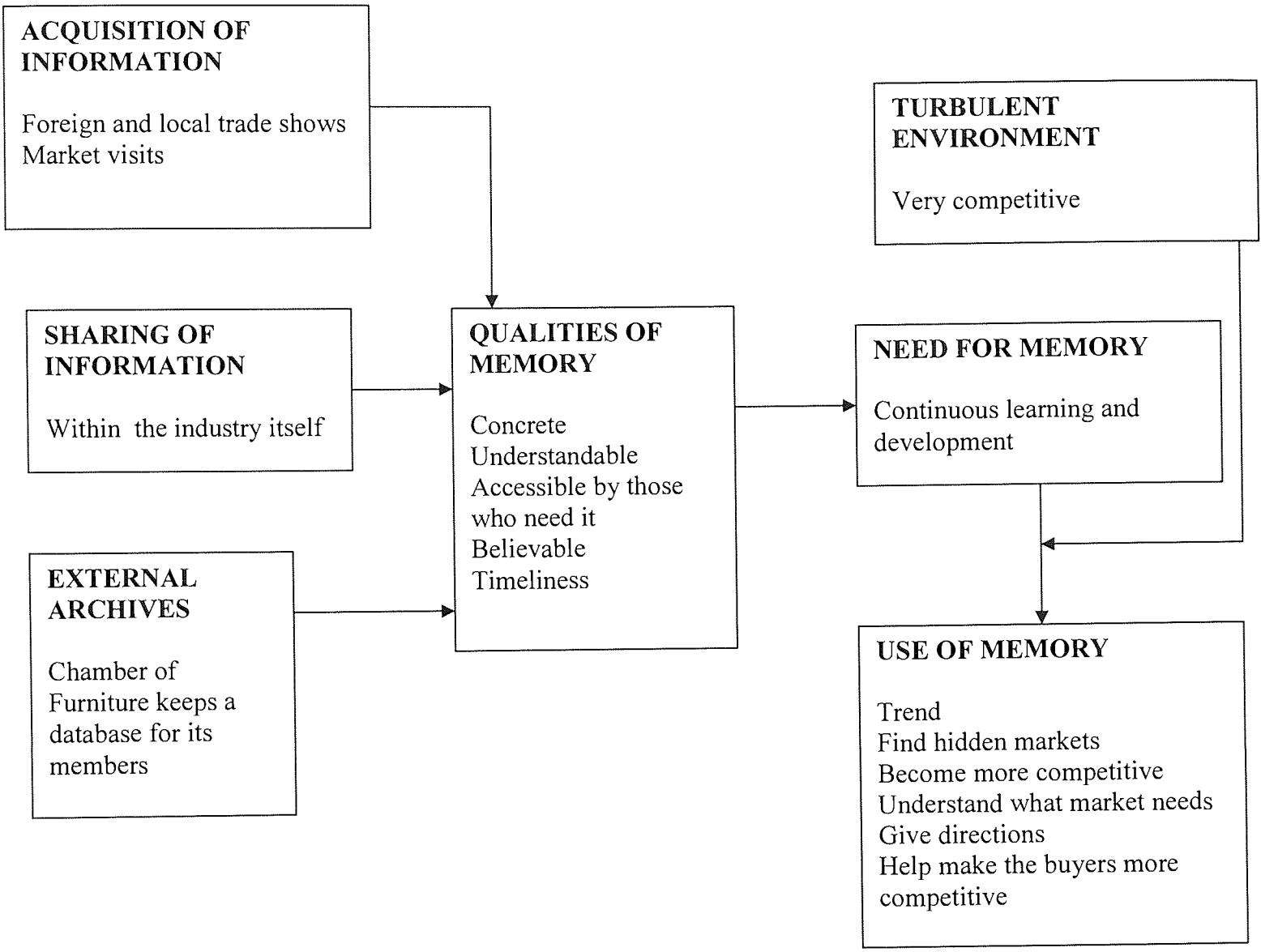

INFORMATION ACQUISITION
Go to buying office
Market encounters
Trade fair: national or international
Assess competition
Financial
VERY TURBULENT ENVIRONMENT
Stiff competition from emerging economies
EXPORT MEMORY
Includes knowing other peoples name
USE OF MEMORY
PERSONAL RELATIONSHIPS
BETTER PRICES
BASE DECISION FROM PAST EXPERIENCE
MAKE QUICK DECISIONS
SALES
OPEN
Exchange of information /documents and keys
EXPERIENCE
Influence decision making
Could have positive or negative effect
IMPORTANCE OF PUNCTUALITY
Awareness of time
STORAGE
Make memos so as not to forget things
Everyone has a Diary
Jot down whatever comes to their minds
PHYSICAL LAYOUT
No physical divisions in the office
Shows importance of open communication
COMPANY A
Size of company : Medium
Market: Diverse Handicrafts
Age: 30 years in exporting



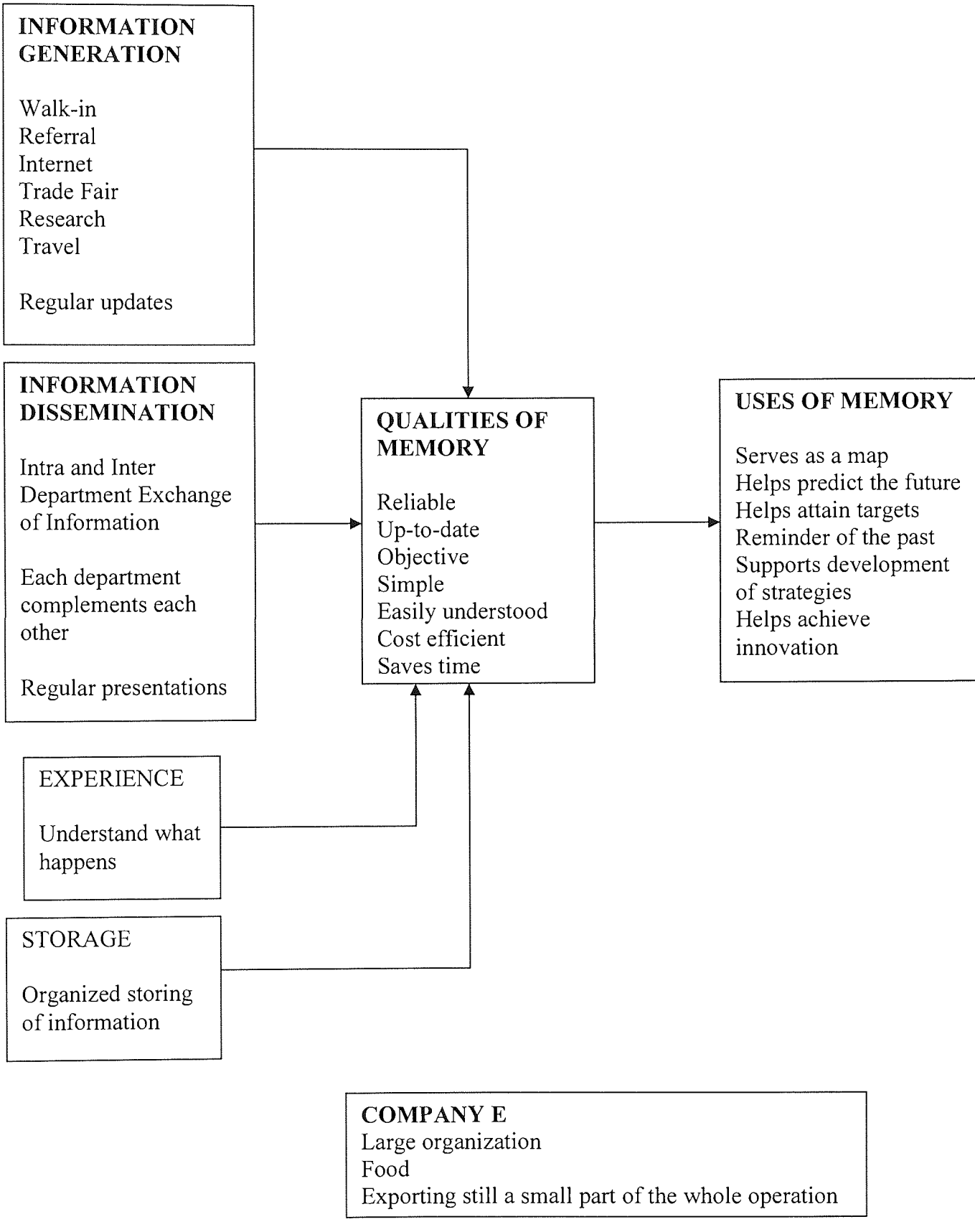
COMPANY B
Medium sized organization
Air-conditioners
Beginning to export

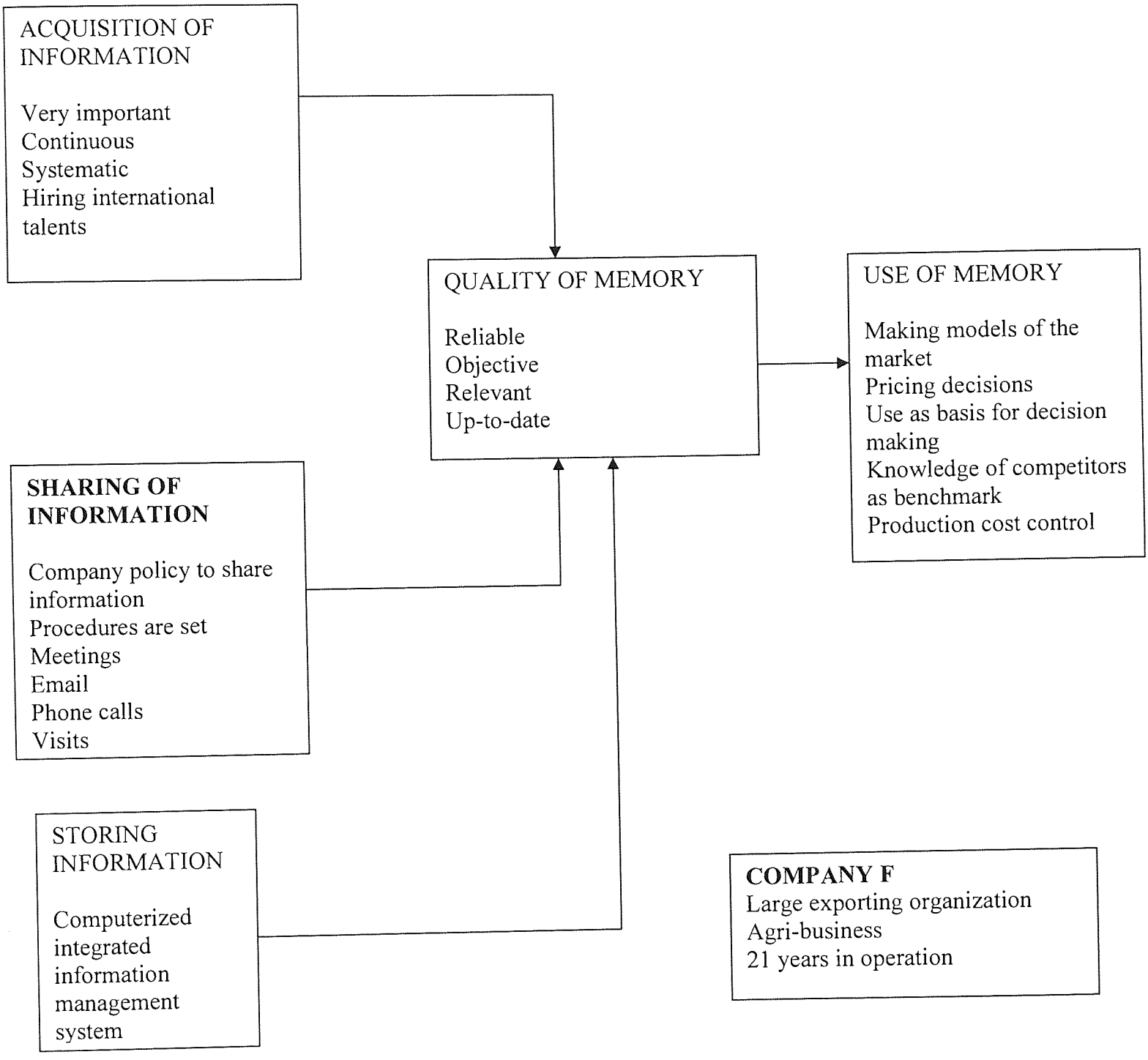


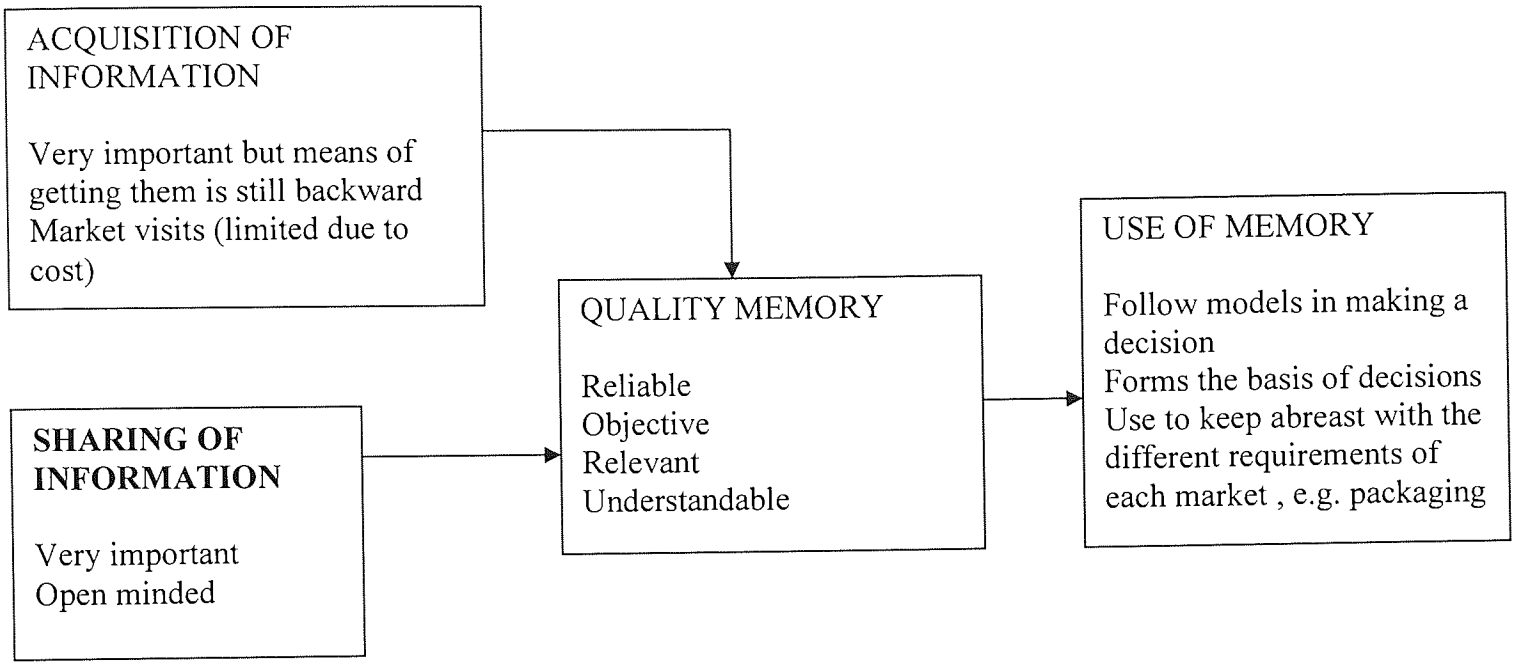
COMPANY C
Large organization
Appliances
30 years in operation



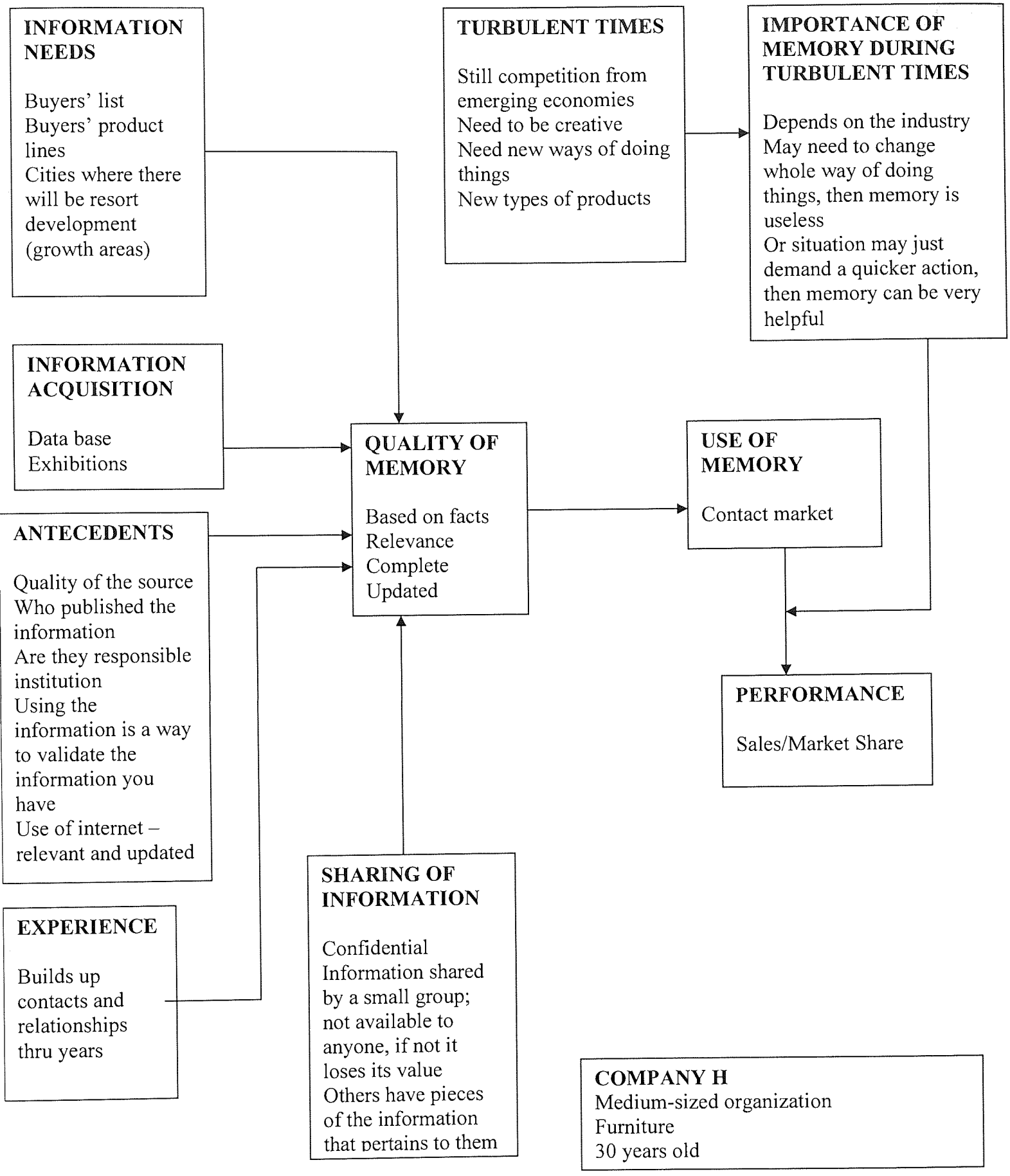
COMPANY D
Medium sized organization
Furniture
20 years in operation

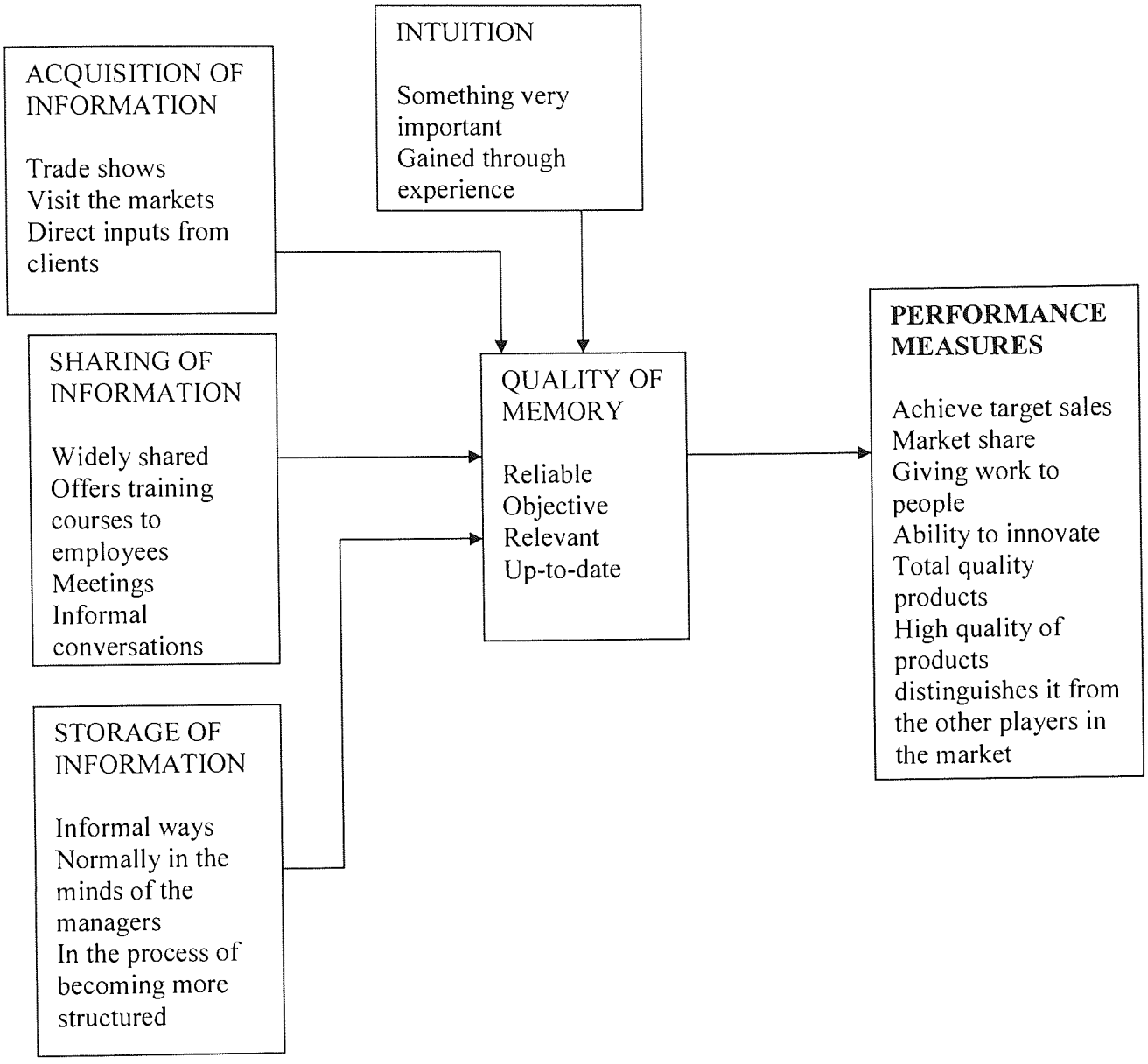

INFORMATION GENERATION
Walk-in
Referral
Internet
Trade Fair
Research
Travel
Regular updates
INFORMATION DISSEMINATION
Intra and Inter Department Exchange of Information
Each department complements each other
Regular presentations
QUALITIES OF MEMORY
Reliable
Up-to-date
Objective
Simple
Easily understood
Cost efficient
Saves time
USES OF MEMORY
Serves as a map
Helps predict the future
Helps attain targets
Reminder of the past
Supports development of strategies
Helps achieve innovation
EXPERIENCE
Understand what happens
STORAGE
Organized storing of information
COMPANY E
Large organization
Food
Exporting still a small part of the whole operation


ACQUISITION OF INFORMATION
Very important
Continuous
Systematic
Hiring international talents
QUALITY OF MEMORY
Reliable
Objective
Relevant
Up-to-date
USE OF MEMORY
Making models of the market
Pricing decisions
Use as basis for decision making
Knowledge of competitors as benchmark
Production cost control
SHARING OF INFORMATION
Company policy to share information
Procedures are set
Meetings
Email
Phone calls
Visits
STORING INFORMATION
Computerized integrated information management system
COMPANY F
Large exporting organization
Agri-business
21 years in operation

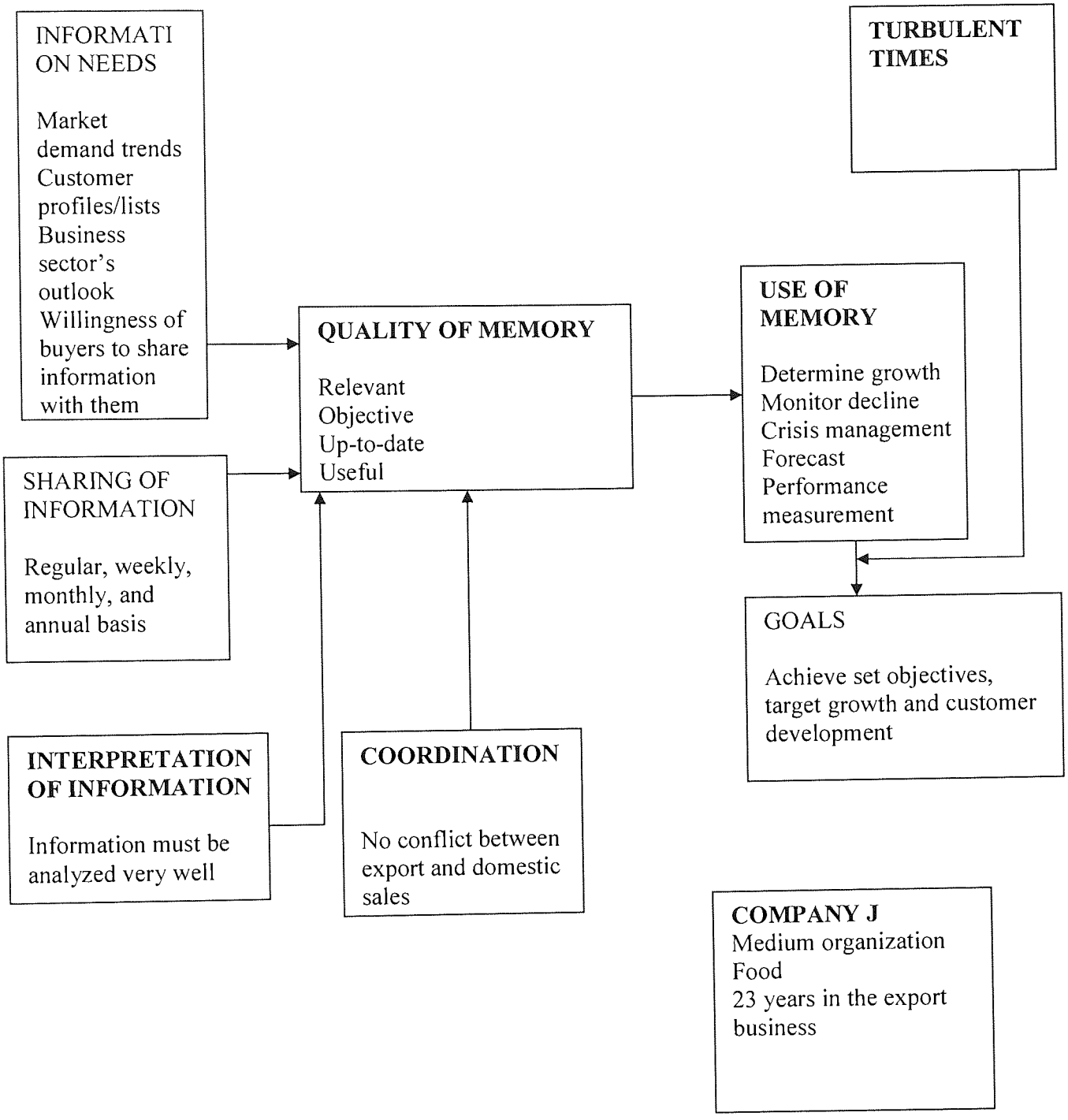


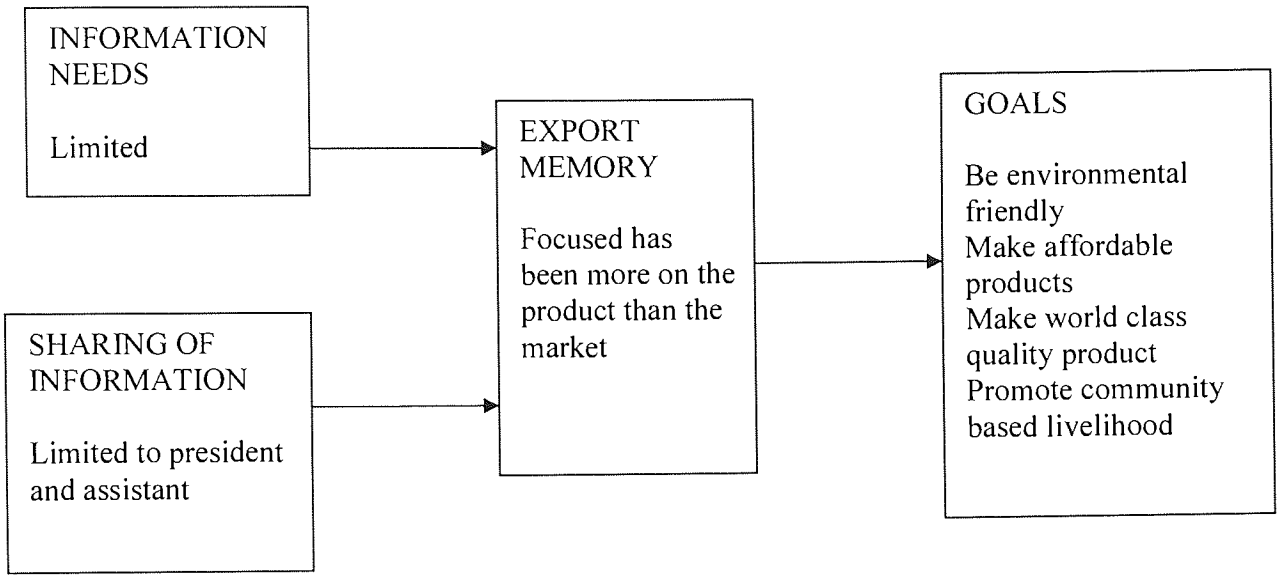
COMPANY G
Large organization
Food
15 years in operation


INFORMATION NEEDS
Buyers' list
Buyers' product lines
Cities where there will be resort development (growth areas)
TURBULENT TIMES
Still competition from emerging economies
Need to be creative
Need new ways of doing things
New types of products
IMPORTANCE OF MEMORY DURING TURBULENT TIMES
Depends on the industry
May need to change whole way of doing things, then memory is useless
Or situation may just demand a quicker action, then memory can be very helpful
INFORMATION ACQUISITION
Data base
Exhibitions
QUALITY OF MEMORY
Based on facts
Relevance
Complete
Updated
USE OF MEMORY
Contact market
ANTECEDENTS
Quality of the source
Who published the information
Are they responsible institution
Using the information is a way to validate the information you have
Use of internet – relevant and updated
PERFORMANCE
Sales/Market Share
EXPERIENCE
Builds up contacts and relationships thru years
SHARING OF INFORMATION
Confidential
Information shared by a small group; not available to anyone, if not it loses its value
Others have pieces of the information that pertains to them
COMPANY H
Medium-sized organization
Furniture
30 years old



COMPANY I
Large organization
Bags, shoes and fashion
27 years in export operation


INFORMATION NEEDS
Market demand trends
Customer profiles/lists
Business sector's outlook
Willingness of buyers to share information with them
TURBULENT TIMES
QUALITY OF MEMORY
Relevant
Objective
Up-to-date
Useful
USE OF MEMORY
Determine growth
Monitor decline
Crisis management
Forecast
Performance measurement
SHARING OF INFORMATION
Regular, weekly, monthly, and annual basis
GOALS
Achieve set objectives, target growth and customer development
INTERPRETATION OF INFORMATION
Information must be analyzed very well
COORDINATION
No conflict between export and domestic sales
COMPANY J
Medium organization
Food
23 years in the export business



COMPANY K
Small organization
Organic soaps and detergents
12 years in operation

ASTON BUSINESS SCHOOL
BIRMINGHAM

A Study of Exporting Firms:
The Quality of Export Memory

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ASTON MARKETING GROUP

Export Memory...

is the information about your export market and its operations which is stored in your organization in the form of:

- assumptions and beliefs,
- export culture (i.e., language, shared frameworks, stories, grapevine),
- your standard operating procedures, rules and routines,
- written documents, files and databases,
- your know-how and skills,
- formal and informal relationships you have with export personnel and business partners,
- physical structure, and
- intuition that all personnel may have about the export business

that could be brought to bear on present export-specific decisions.

Part 1. ACQUISITION OF EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this firm, we collect export market information from a wide variety of export market information sources..... 1 2 3 4 5

2. In this firm, we collect export information regularly to update our knowledge of the export market..... 1 2 3 4 5

3. In this firm, we collect export market information about a wide variety of export market facts (e.g., customer needs, competitor actions, technological trends, political environment, etc.)..... 1 2 3 4 5

4. In this firm, we collect export market information very quickly in response to changes in the export environment..... 1 2 3 4 5

5. In this firm, we collect export market information in a formalized manner..... 1 2 3 4 5

6. In this firm, we collect export market information in high quantities..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

7. In this company, we collect export market information efficiently..... ☐

8. The quality of our export market information generation is outstanding..... ☐

9. We are very satisfied with our export market information generation efforts..... ☐

10. There is no room for improvement in the way we collect export information..... ☐

11. We are very effective in our export market information generation activities..... ☐

12. We communicate with our customers through the following mediums (Please allocate a total of 100 points between the 4 media below. For example, if each one is used to an equal extent, then allocate 25% to each medium.)

(a) Telephone _____%
(b) E-Mail _____%
(c) Personal Visit _____%
(d) Fax _____%
Total **100 %**

Part 2. DISTRIBUTION OF EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this firm, export market information is regularly disseminated to different departments..... 1 2 3 4 5

2. In this firm, export market information is speedily distributed across functional areas..... 1 2 3 4 5

3. In this firm, export market information never tends to get lost in the system..... 1 2 3 4 5

4. In this firm, export market information gets disseminated across departments in high quantities..... 1 2 3 4 5

5. In this firm, export market information is often summarized as it gets distributed.... 1 2 3 4 5

6. In this firm, export market information will rarely get distorted in the dissemination process..... 1 2 3 4 5

7. In this firm, export market information is often disseminated in a formal manner.... 1 2 3 4 5

8. In this firm, we treat export information as sensitive; only those who need to know receive them..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

9. In this company, we distribute export market information efficiently..... ☐

10. The quality of our export market information dissemination is outstanding..... ☐

11. We are very satisfied with our export market information distribution efforts..... ☐

12. There is no room for improvement in the way we distribute export information..... ☐

13. We are very effective in our export market information distribution activities..... ☐

Part 3. EXPORT INFORMATION INTERPRETATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. The interpretation we make on the export market information we acquire reflects well what is happening in the export market..... 1 2 3 4 5

2. The interpretation of export market information provides us with a deep and unique understanding of the market which is not available to competitors..... 1 2 3 4 5

3. Our organization gains so much value in the way we interpret the export information we have..... 1 2 3 4 5

4. It is very easy for us to figure out the meaning of the export market information we get..... 1 2 3 4 5

5. We discover so much in the way we make sense of the export market information available to us..... 1 2 3 4 5

6. We are very good in reading between lines especially with the raw export information we have..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

7. In this company, we interpret export market information efficiently..... ☐

8. The quality of our export market information interpretation is outstanding..... ☐

9. We are very satisfied with our export market information interpretation efforts..... ☐

10. There is no room for improvement in the way we interpret market information..... ☐

11. We are very effective in our export market information interpretation activities..... ☐

Part 4. RESPONSE TO EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. If a major competitor were to launch an intensive campaign targeted at our export customers, we would implement a response immediately..... 1 2 3 4 5

2. We are quick to respond to significant changes in our competitors' price structures in foreign markets..... 1 2 3 4 5

3. We rapidly respond to competitive actions that threaten us in our export markets.... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

4. In this company, we respond to export market information efficiently..... ☐

5. The quality of our response to export market information is outstanding..... ☐

6. We are very satisfied with the way in which we respond to export market information..... ☐

7. There is no room for improvement in the way we respond to export market information.... ☐

8. We are very effective in the way we respond to export market information ..... ☐

Part 5. EXPORT LEARNING ORIENTATION AND COORDINATION

By **export function**, we mean all personnel involved in making export decisions or carrying out export marketing activities, whether your company has a separate export department or not.

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. Managers basically agree that our export function's ability to learn is the key to our competitive advantage in the export market..... 1 2 3 4 5
2. The basic values of this export function include learning as key to improvement..... 1 2 3 4 5
3. The sense around here is that export employee learning is an investment, not an expense..... 1 2 3 4 5
4. Learning in our export operation is seen as a key commodity necessary to guarantee organizational survival..... 1 2 3 4 5
5. We are not afraid to reflect critically on the shared assumptions we have made about our export customers..... 1 2 3 4 5
6. Personnel in this enterprise realize that the very way they perceive the export marketplace must be continually questioned..... 1 2 3 4 5
7. There is a commonality of purpose in my export operation..... 1 2 3 4 5
8. There is total agreement on our export vision across all levels, functions and divisions..... 1 2 3 4 5
9. All export employees are committed to the goals of this organization..... 1 2 3 4 5
10. Export employees view themselves as partners in charting the direction of the organization..... 1 2 3 4 5
11. There is a real 'esprit-de-corps' within our export function..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

12. Our organization has a very strong commitment to export learning and to activities that enhance it..... ☐

Part 6. INTEGRATION INTO THE ORGANIZATIONAL SYSTEM

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. Our organization encourages everyone to keep a written record of all export market information and transactions..... 1 2 3 4 5

2. People in the organization spend the necessary time to keep an updated record of export market information and transactions..... 1 2 3 4 5

3. Our organization spends enough money on making export record keeping both efficient and effective (e.g. investing on information technology)..... 1 2 3 4 5

4. There is a lot of documentation occurring in our export market operation..... 1 2 3 4 5

5. People in the organization never have a difficult time recalling important information about the export market..... 1 2 3 4 5

6. We have a formal procedure for documenting export market information..... 1 2 3 4 5

7. Everyone has time to write down things they learn about the export market..... 1 2 3 4 5

8. We organize training sessions as a means to transfer export knowledge..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

9. In this company, we store export market information efficiently..... ☐

10. The quality of our export market information storage is outstanding..... ☐

11. We are very satisfied with our export market information storage efforts..... ☐

12. There is no room for improvement in the way we store export information..... ☐

13. We are very effective in our export information storage activities..... ☐

Part 7. CONTENT OF EXPORT MEMORY

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

1. Usually the assumptions and beliefs about the export market that people have in our organization are...

accurate..... ☐
complete..... ☐
easily understood..... ☐
easily interpreted..... ☐
objective..... ☐
relevant..... ☐
timely..... ☐
useful..... ☐

adding value to the organization..... ☐
usable..... ☐
credible..... ☐
accessible..... ☐
of good quality..... ☐
up-to-date..... ☐

2. The export culture (ways of perceiving, thinking, feeling) that is normally retained in language, shared framework, stories, and the grapevine, about the export market in our organization is...

accurate..... ☐
complete..... ☐
easily understood..... ☐
easily interpreted..... ☐
objective..... ☐
relevant..... ☐
useful..... ☐

adding value to the organization..... ☐
usable..... ☐
credible..... ☐
accessible..... ☐
of good quality..... ☐
up-to-date..... ☐

3. The standard operating procedures, rules, routines as regard to the export marketing operation of our organization could be described as...

accurate..... ☐
complete..... ☐
concisely represented.... ☐
easily understood..... ☐
easily interpreted..... ☐
objective..... ☐
relevant..... ☐
timely..... ☐

having value-added ..... ☐
useful..... ☐
usable..... ☐
credible..... ☐
accessible..... ☐
being of good quality..... ☐
up-to-date..... ☐

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

4. The written documents, files and databases we have on the export market operation could be described to be...

accurate.....		timely.....	
complete.....		having value-added	
concisely represented....		useful.....	
consistently represented.		usable.....	
easily understood.....		credible.....	
easily interpreted.....		accessible.....	
objective.....		of good quality.....	
relevant.....		up-to-date.....	

5. The export information we obtain through the formal relationships among the export people in our organization are...

accurate.....		adding value to the organization.....	
complete.....		relevant.....	
easily understood.....		useful.....	
easily interpreted.....		usable.....	
objective.....		credible.....	
timely.....		of good quality.....	
accessible.....			
up-to-date.....			

6. The export information we obtain through the informal relationships among the export people in our organization are...

accurate.....		adding value to the organization.....	
complete.....		relevant.....	
easily understood.....		useful.....	
easily interpreted.....		usable.....	
objective.....		credible.....	
timely.....		of good quality.....	
accessible.....			
up-to-date.....			

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

7. The physical structure (e.g. interior design and physical arrangement, ambience) of the office/s that deals with the export market operations can be described as...

relevant..... ☐
having value-added ..... ☐
useful..... ☐
usable..... ☐

credible (reflects the nature of an export organization).. ☐
being of good quality..... ☐
up-to-date..... ☐

8. The intuition about the export market among the people in our organization could be described as...

accurate..... ☐
easily interpreted..... ☐
relevant..... ☐
timely..... ☐
having value-added ..... ☐

useful..... ☐
usable..... ☐
credible..... ☐
being of good quality..... ☐
up-to-date..... ☐

9. The export information we obtain through the formal relationships with external export-specific groups (e.g. customers, suppliers) we have developed in our organization are.....

accurate..... ☐
complete..... ☐
easily understood..... ☐
easily interpreted..... ☐
objective..... ☐
timely..... ☐
accessible..... ☐
up-to-date..... ☐

adding value to the organization..... ☐
relevant..... ☐
useful..... ☐
usable..... ☐
credible..... ☐
of good quality..... ☐

10. The export information we obtain through the informal relationships with external export-specific groups (e.g. customers, suppliers) we have developed in our organization are.....

accurate..... ☐
complete..... ☐
easily understood..... ☐
easily interpreted..... ☐
objective..... ☐
timely..... ☐
accessible..... ☐

up-to-date..... ☐
adding value to the organization..... ☐
relevant..... ☐
useful..... ☐
usable..... ☐
credible..... ☐
of good quality..... ☐

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

11. Our know-how and skills with regard to the export operation could be considered to be...

accurate	☐	usable	☐
complete	☐	credible	☐
relevant	☐	accessible	☐
timely	☐	of good quality	☐
having value-added	☐	up-to-date	☐
useful	☐		

12. Export market information stored outside of our organization (e.g. library/databank of chamber of commerce or industry association we have access to) could be described as...

accurate	☐	having value-added	☐
complete	☐	useful	☐
concisely represented	☐	usable	☐
easily understood	☐	credible	☐
easily interpreted	☐	accessible	☐
objective	☐	being of good quality	☐
relevant	☐	up-to-date	☐
timely	☐		

13. The export market information which are newly acquired by our organization and which have not yet been stored in the organization could be described as .....

accurate	☐	having value-added	☐
complete	☐	useful	☐
concisely represented	☐	usable	☐
easily understood	☐	credible	☐
easily interpreted	☐	accessible	☐
objective	☐	being of good quality	☐
relevant	☐	up-to-date	☐
timely	☐		

Part 8. USING EXPORT MARKET MEMORY

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this company, the majority of export memory we have is not used..... 1 2 3 4 5
2. We make a conscious effort to use most of our export memory..... 1 2 3 4 5
3. We utilize most of the export memory we have..... 1 2 3 4 5
4. The export memory we have gathered in the past is often not considered in the making of decisions for which they were initially acquired..... 1 2 3 4 5
5. Export memory is generally used to provide us with concepts about our export market..... 1 2 3 4 5
6. Decision-making can become difficult as a result of too much export memory..... 1 2 3 4 5
7. We normally have more export memory than what we actually need..... 1 2 3 4 5
8. Our confidence in making decisions is normally increased as a result of using export memory..... 1 2 3 4 5
9. Export memory is often used to justify decisions really made on the basis of personal instinct..... 1 2 3 4 5
10. Export memory is generally used to provide us with theories about the export market..... 1 2 3 4 5
11. We never find ourselves overloaded with export memory..... 1 2 3 4 5
12. The same piece of export memory is usually used for more than one decision..... 1 2 3 4 5
13. Export memory is preserved specifically so that it can be used by individuals other than the person/s from whom it originated..... 1 2 3 4 5
14. We feel overwhelmed by the amount of export memory we have..... 1 2 3 4 5
15. Export memory is generally used to make a particular decision..... 1 2 3 4 5
16. The export memory we have often exceeds the capacity of our systems to process them into usable information..... 1 2 3 4 5
17. Export memory is commonly used to reinforce expectations..... 1 2 3 4 5
18. Export memory is generally used to provide us with assumptions about the export market..... 1 2 3 4 5

19. Export memory is often used to justify decisions already made..... 1 2 3 4 5

20. We usually find ourselves with more export memory than what we could efficiently handle..... 1 2 3 4 5

21. We experience difficulties in planning adequately due to an overload of export memory.....1 2 3 4 5

22. Export memory is often used to back up hunches, prior to the implementation of an export decision..... 1 2 3 4 5

23. Export memory is generally used to provide us with a model about our export market.....1 2 3 4 5

24. If export memory is difficult to retrieve, guesses are made instead..... 1 2 3 4 5

25. Without export memory, decisions made would be very different 1 2 3 4 5

26. We have so much export memory, we encounter problems in dealing with it all... 1 2 3 4 5

27. Export memory is actively sought out in response to a specific decision at hand....1 2 3 4 5

28. The amount of export memory we have is more than what we could actually use...1 2 3 4 5

29. Export memory is usually taken into account to justify the cost and/or effort of having acquired it..... 1 2 3 4 5

30. It is often through our export memory that we set our key priorities..... 1 2 3 4 5

31. We find it easy to handle all the export memory that we have.....1 2 3 4 5

32. Export memory often supports decisions made on other grounds.....1 2 3 4 5

33. We often use our export memory to formulate problems about our export market.. 1 2 3 4 5

34. No decision would be made without relevant export memory..... 1 2 3 4 5

35. We often turn to our export memory after decisions have been made..... 1 2 3 4 5

36. We generally use our export memory to come up with a range of solutions to our problems.....1 2 3 4 5

37. We have too much export memory that hamper quick decisions and cause numerous organizational problems.....1 2 3 4 5

38. Export memory is often distorted in decision-making..... 1 2 3 4 5

39. Export memory is usually translated into significant practical action.....1 2 3 4 5

40. Export memory often helps us to set criteria in choosing a solution to our problem.....1 2 3 4 5

41. Decisions based on export memory are generally more accurate than instinctive ones..... 1 2 3 4 5

42. Export memory commonly has little decision relevance..... 1 2 3 4 5

43. We usually have just the right amount of export memory in our organization..... 1 2 3 4 5

44. Key executives often distort export memory in passing it on..... 1 2 3 4 5

45. Export memory generally broadens our managerial knowledge base without serving any one particular project..... 1 2 3 4 5

46. Instinct is often combined with export memory when making decisions..... 1 2 3 4 5

47. Uncertainty associated with the export market environment is greatly reduced by using export memory 1 2 3 4 5

48. We often find ourselves with less export memory than what we actually need..... 1 2 3 4 5

49. In this firm, we always rely on export memory when making export decisions..... 1 2 3 4 5

50. In this firm, we plan our response to export memory formally..... 1 2 3 4 5

For the following question, please circle the numbers that apply for all the functional areas that exist within your organization. If a functional area DOES NOT exist in your organization, tick the box next to it.

51. In our organization, export memory is used frequently by:

a. export personnel..... 1 2 3 4 5 ☐
b. marketing personnel..... 1 2 3 4 5 ☐
c. finance/accounting personnel..... 1 2 3 4 5 ☐
d. production personnel..... 1 2 3 4 5 ☐
e. research and development personnel ..... 1 2 3 4 5 ☐
g. top management personnel.....1 2 3 4 5 ☐

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

52. Our export memory is often used for company politics..... ☐

53. Overload of export memory is a problem in our firm..... ☐

54. We use export memory directly in the making of specific decisions..... ☐

55. Our export memory is used generally to broaden our understanding of the export market. ☐

56. We are very effective in our export memory use activities..... ☐

Part 9. THE EXTERNAL ENVIRONMENT

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the number of your choice, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. The technology in our industry is changing rapidly..... 1 2 3 4 5

2. Technology changes provide big opportunities in our industry..... 1 2 3 4 5

3. It is difficult to forecast where technology in our industry will be in the next 2 or 3 years.....1 2 3 4 5

4. Technological developments in our industry are rather minor..... 1 2 3 4 5

5. A large number of new product ideas have been possible through technological breakthrough in our industry..... 1 2 3 4 5

6. Competition in our industry is cut-throat..... 1 2 3 4 5

7. There are many "promotion" wars in our industry.....1 2 3 4 5

8. Anything one competitor can offer, others can match rapidly..... 1 2 3 4 5

9. Price competition is a hallmark of our industry..... 1 2 3 4 5

10. One hears on a new competitor almost everyday..... 1 2 3 4 5

11. Our competitors are relatively weak.....1 2 3 4 5

12. Aggressive selling is the norm in our industry..... 1 2 3 4 5

13. In our kind of business, customers' product preferences change quite a bit over time.....1 2 3 4 5

14. Our customers tend to look for new products all the time..... .....1 2 3 4 5

15. We cater to many of the same customers that we used to in the past..... 1 2 3 4 5

16. We are witnessing demand for our products and services from customers who never bought them before..... 1 2 3 4 5

17. New customers tend to have product-related needs that are different from those of existing customers..... 1 2 3 4 5

18. Our customers are very price sensitive..... 1 2 3 4 5

19. In our market(s), buyers can always negotiate lower prices from sellers..... 1 2 3 4 5

20. When it comes to price, our customers are in a strong negotiating position... ..... 1 2 3 4 5

21. In our market(s), buyers face high costs if they want to switch to our competitors.. 1 2 3 4 5

Part 10. REGULATORY FEATURES

Instructions: Please encircle the number which best describes the degree of impact that each of the following regulatory features generally has on your main market(s):

	Very Negative Impact				Very Positive Impact
1. Government product standards.....	1	2	3	4	5
2. Restrictions on seller concentration (e.g., Commerce Act).....	1	2	3	4	5
3. Transportation and handling regulations.....	1	2	3	4	5
4. Government pricing regulations.....	1	2	3	4	5
5. Environmental protection laws (pollution, noise, etc.).....	1	2	3	4	5
6. Governmental regulation of advertising.....	1	2	3	4	5
7. Regulations relating to product resale.....	1	2	3	4	5
8. Trade association regulations of business practices.....	1	2	3	4	5

Part 11. EXPORT INVOLVEMENT

1. How long has your firm been exporting? _____ years

2. How many people in your firm deal specifically with export marketing matters (only consider those employees on your Philippine payroll)? Full Time _____ Part Time_____

3. Does your firm have a **separate** export department? ☐ Yes ☐ No

4How are your exports dealt with? Please tick as many.

☐ By the sales/marketing department ☐ By an independent export agent
☐ By the managing director ☐ Other (please specify):_____

5. What is the **relative importance** of the following 5 objectives (sales, profits, market share, market entry, customer satisfaction) to export success in your firm? To answer this important question, please

allocate a total of 100 points among the 5 objectives. For example, if they are all equally important, please allocate 20 points to each of the 5 objectives.

Export Sales Volume	_____%
Export Profitability	_____%
Export Market Share	_____%
Rate of New Entry Into Export Markets	_____%
To Satisfy Customers' Needs	_____%
Total	**100 %**

6. Which of the following statements best describes your company? (PLEASE TICK ONLY ONE BOX)

☐ Exporting is part of our global strategy which includes other forms of international involvement (e.g. joint ventures, licensing).

☐ Our firm is an experienced exporter and exports to several markets.

☐ Our firm exports experimentally to few markets.

☐ Our firm only responds to unsolicited orders from abroad.

7. How many **product/service lines** does your company market in total? (A product/service line is a group of products/services that are closely related to each other, either through a similar production process or through similar marketing issues (e.g., they fulfill similar needs, or are sold to the same customer group); for example, Gillette markets a line of razors and blades, a line of toiletries, a line of pens and a line of cigarette lighters.)

_____product/service lines ☐ don't know

Of these, how many do you export? _____product/service lines ☐ don't know

8. Approximately what **percentage of total sales** is derived from exports? (Remember this survey is confidential and only aggregated data will be analyzed – your response will not be identified as yours at any point) _____%

9. Approximately what **percentage of total profits** is derived from exports? (Remember this survey is confidential and only aggregated data will be analyzed – your response will not be identified as yours at any point) _____%

10. Over the past 3 years, average annual export sales have been (PLEASE TICK ONLY ONE BOX):

☐ Increasing ☐ Decreasing ☐ Static

11. Over the past 3 years, average annual export sales have grown/ declined by _____%

12. Over the past 3 years, average annual export profits has been (PLEASE TICK ONLY ONE BOX):

☐ Increasing ☐ Decreasing ☐ Static

13. Over the past 3 years, average annual export profits has grown/ declined by _____%

14. Which of the following regions are you currently exporting to? (please tick as many as applicable)

☐ EU countries
☐ Other European countries excluding EU
☐ North America
☐ South/Central America
☐ Africa and Middle East
☐ Australia and New Zealand
☐ China, Japan, Korea
☐ Rest of Asia

15. To how many countries does your company export? _____

16. Overall, how satisfied are you with your performance along the following dimensions?

	Very Unsatisfied				Very Satisfied
Export Sales Volume	1	2	3	4	5
Export Profitability	1	2	3	4	5
Export Market Share	1	2	3	4	5
Rate of New Entry into Export Markets	1	2	3	4	5
Satisfying Export Customers' Needs	1	2	3	4	5

17. How would you rate your firm's export performance compared to other exporters in your sector? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

18. How would you rate your firm's export performance compared to other exporters in your country? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

19. Overall, how would you rate your firm's export performance? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

Part 12. FIRM'S CHARACTERISTICS

1. In which year was your firm established? _____

2. How many full-time employees does your company currently have? (only consider those on your Philippine payroll) _____

3. How many part-time employees does your company currently have? (only consider those on your Philippine payroll) _____

4. Please indicate the extent to which your company is involved in selling the following types of offerings, by allocating a total of 100 points across the four categories:

- Consumer Physical Goods _____%
- Business to Business Physical Goods _____%
- Consumer Services _____%
- Business to Business Services _____%

TOTAL **100 %**

5. Approximately what is your company's annual sales turnover?

☐ Less than P2 Million
☐ Greater than P2 Million but less than or equal to P3 Million
☐ Greater than P3 Million but less than or equal to P7 Million
☐ Greater than P7 Million but less than or equal to P15 Million
☐ Greater than P15 Million but less than or equal to P50 Million
☐ Greater than P50 Million but less than or equal to P100 Million
☐ Greater than P100 Million

6. Which of the following best describes your firm? (Please tick only one).

☐ An Independent Company
☐ A Subsidiary/Affiliate Company
☐ A Division of a Multinational Firm
☐ Other (please specify):_____

7. Please state your position or title:_____

8. Is your company 100% Filipino-owned? ☐ Yes ☐ No

If not, please state nationality of foreign ownership and the percentage of foreign ownership.

Nationality/ies	Percentage Ownership
_____	_____%
_____	_____%
_____	_____%
_____	_____%

THANK YOU VERY MUCH FOR YOUR TIME!

I shall be sending you a summary of the result of the study as soon as it is available.

CHAPTER FIVE

APPENDIX 5.2 Cover Letter

June 9, 2003

Mr. Nelson Lim
General Manager
Ching Bee Trading
Philippines

Dear Mr. Lim

Greetings from Macau!

I am a PhD student at the Aston University in the United Kingdom besides being a lecturer at the Business Faculty of the University of Macau. My doctoral thesis is on quality export memory, its antecedents and influence on export performance. In simple terms, I am doing a research on the following subjects:

(1) how exporting organizations store export market information;
(2) what factors determine their storage;
(3) what constitute a quality "organizational export memory";
(4) how and to what extent is export memory used and;
(5) how does export memory affect export performance.

Early this year, I interviewed 10 exporting organizations to verify my research model. At this point I have already written the questionnaire for the quantitative part of the research. Before mailing them to a sample of 800 exporting companies from across industries, I am doing a pretest of the questionnaire. I would be extremely grateful if you could allow yourself to be interviewed for this pretest. The interview will only last for 30 minutes. Rest assured that all your answers will remain confidential and strictly anonymous. Output from the interview will be used only for academic purposes. On the practical side, this research attempts to contribute to further enhancing the practice of export marketing. As an export manager, this research will provide you with a profound understanding of how export memory is developed and how it could provide you with a competitive edge in the industry. All respondents will be provided with a summary of the final results of the study.

I will be flying back to the Philippines on the 17th of June 2003 and will be staying there until the 1st of July 2003 for the purpose of conducting the interviews. I will be assisted by Ms. Ria Ricablanca and Ms. Melissa Digo of the University of the Philippines who will be following you up on this matter.

I would be more than happy to discuss with you any questions you might have regarding this research. I may be contacted at the following e-mail address – josephs@umac.mo or phone number in Macau – (853) 3074721. You may also contact Ms. Ricablanca at the following e-mail address: rgricablanca@yahoo.com or phone number 639194571103 or Ms. Digo at e-mail address: melissadigo@lycos.com or phone number 639198595323.

I sincerely hope for your very kind assistance.

Thank you so much in advance.

Respectfully yours,

Joseph A. Sy-Changco
PhD Student – Aston Business School, The United Kingdom
Lecturer – University of Macau

Editha U.Dizon
Manager for Export Operations
U-Freight Philippines, Inc.
4/F Cargohaus Bldg.

NAIA Complex, Brgy. Vitalez
Parañaque City.MM

Dear Ms. Dizon,

I am a doctoral (PhD) candidate at Aston Business School in the United Kingdom. I would very much appreciate your help with a study I am currently undertaking into how quality export memory is gained and its impact on export performance. This research is an essential element of my Ph.D. thesis, supervised by Dr. Anne Souchon, of Loughborough University (UK).

The results of this study should contribute to the enhancement of export marketing practice. As an export manager, this will provide you with a profound understanding of how export memory is developed and how it could help you achieve or increase your competitive edge in the industry. Upon completion of the field work, I will be sending you a summary of the results of the study.

As your answers are critical for the accuracy of our research, we would be extremely grateful if you could find time to fill out the attached questionnaire. I am well aware that this represents a demand on your busy schedule, but please bear in mind that your participation could make a difference between success and failure of the study and my Ph.D. as well!

Please rest assured that your answers will remain anonymous and that all replies will be treated in the strictest confidence; at no time will you or your organization be identified in the analysis, and only aggregated data from all respondents will be analyzed. The questionnaire should not take up too much time to complete, and I would be grateful if you could mail it back using the enclosed return envelope that is already duly stamped at your earliest convenience.

For the success of the study, it is important that you answer all of the questions in the questionnaire. *Please try not to omit any.* Remember that your answers will be anonymous and treated in the strictest confidence.

I would be more than happy to discuss any questions you may have about this project and can be contacted at the following e-mail address: ***sychangj@aston.ac.uk***

Please feel free to also get in touch with Mr. Jeffry Tejada, my research assistant from the School of Statistics, University of the Philippines, at the telephone number 928-0881, for any other assistance you may need in answering the questionnaire. My doctoral supervisor, Dr. Anne Souchon would also be happy to answer any queries at ***a.l.souchon@lboro.ac.uk***.

Thank you so much in advance for your cooperation. Your support is greatly appreciated.

Yours sincerely,

Joseph A. Sy-Changco
Doctoral Candidate

Dr. Anne L. Souchon
Doctoral Thesis Supervisor

APPENDIX 5.3 Endorsement Letters

26, 2004

Dear Exporter,

We are lending our support, together with a number of organizations in the Philippines, to an independent study of Philippine exporting companies which is being carried out by Mr. Joseph Sy-Changco in line with his PhD thesis at the Aston Business School in England.

The survey is an integral part of Mr. Sy-Changco's research on the determinants of quality export memory and its performance outcomes. Furthermore, the study will come up with a measure for quality export memory, an important research topic which has never been studied before.

Aston Business School in England has been ranked as the best business school in the United Kingdom outside of London, just second to the London Business School.

We are prepared to lend support to this study as we believe the findings will enable Philippine service exporters to gain a tool to benchmark their marketing operations abroad. We are also convinced that this study will help you, our Filipino exporters, develop a competitive edge over foreign competitors through a more profound understanding of stored information or knowledge's role in export performance.

It is for this reason that I am asking for your cooperation in this exercise. I would appreciate it if you could find time to complete the enclosed questionnaire. It should then be returned direct to Mr. Jeffry Tejada of the School of Statistics, University of the Philippines. Mr. Tejada, a faculty member at UP, is collaborating in the statistical analysis of this research.

Thank you in advance for your kind participation.

Yours faithfully,

Atty. Rosalinda D. Baldoz
ADMINISTRATOR

BUREAU OF
EXPORT TRADE
PROMOTION

July 1, 2003

Dear Exporter,

We are lending our support, together with a number of organizations in the Philippines, to an independent study of Philippine exporting companies which is being carried out by Mr. Joseph Sy-Changco in line with his PhD thesis at the Aston Business School in England.

The survey is an integral part of Mr. Sy-Changco's research on the determinants of quality export memory and its performance outcomes. Furthermore, the study will come up with a measure for quality export memory, an important research topic which has never been studied before.

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It is for this reason that I am asking for your cooperation in this exercise. I would appreciate it if you could find time to complete the enclosed questionnaire. It should then be returned direct to Mr. Jeffrey Tejada of the School of Statistics, University of the Philippines. Mr. Tejada, a faculty member at UP, is collaborating in the statistical analysis of this research.

Thank you in advance for your kind participation.

Yours faithfully,

Ma. Teresa B. Reginio
Assistant Director

5th to 8th Floors, New Solid Bldg., 357 Sen. Gil J. Puyat Avenue, Makati City
Fax Numbers: (632) 890-4707 • (632) 890-4716 Export Hotlines: (632) 897-7605 • (632) 896-3251

Philippine Exporters Confederation, Inc.

July 21, 2003

Dear Exporter,

We are lending our support, together with a number of organizations in the Philippines, to an independent study of Philippine exporting companies which is being carried out by Mr. Joseph Sy-Changco in line with his PhD thesis at the Aston Business School in England.

The survey is an integral part of Mr. Sy-Changco's research on the determinants of quality export memory and its performance outcomes. Furthermore, the study will come up with a measure for quality export memory, an important research topic which has never been studied before.

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We are prepared to lend support to this study as we believe the findings will enable Philippine exporters to gain a tool to benchmark their marketing operations abroad. We are also convinced that this study will help you, our Filipino exporters, develop a competitive edge over foreign competitors through a more profound understanding of stored information or knowledge's role in export performance.

It is for this reason that I am asking for your cooperation in this exercise. I would appreciate it if you could find time to complete the enclosed questionnaire. It should then be returned direct to Mr. Jeffrey Tejada of the School of Statistics, University of the Philippines. Mr. Tejada, a faculty member at UP, is collaborating in the statistical analysis of this research.

Thank you in advance for your kind participation.

Yours faithfully,

SERGIO R. ORTIZ-LUIS, JR.
President

PHILEXPORT

International Trade Center, Export Boulevard cor. Masangkay St., Philippine Ave., Pasay City 1300, Philippines
632-2560-1384/2560-1338 Fax No. (632) 832-1000, 834-1421

APPENDIX 5.4
First Pretest Questionnaire

ASTON BUSINESS SCHOOL

Quality of Export Memory Content: Its Antecedents and Key Outcomes

Joseph A. Sy-Changco
Doctoral Candidate

Anne L. Souchon, Ph. D.
Thesis Supervisor

Aston Business School
Aston University
Aston Triangle
Birmingham B5 7ET
United Kingdom
Tel +44 (0)121 359 3011

ASTON UNIVERSITY

Export Memory is information about the export market and its operations which are stored in the organization in the form of assumptions, beliefs, values, language, shared framework, stories, grapevine, standard operating procedures, rules, routines, written documents, files, database, formal and informal relationships, physical structure, and intuition that could be brought to bear on present decisions.

GENERAL INSTRUCTIONS

Please indicate the extent to which you agree or disagree with each of the following statements concerning your export operations by encircling the number of your choice, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Note: If in case you have several organizations under you (e.g. subsidiaries, affiliates), please consider all of those organizations in answering the items in this questionnaire.

Part 1. ACQUISITION OF MARKET INFORMATION

1. In this company, we collect export market information efficiently..... 1 2 3 4 5
2. The quality of our export market information generation is outstanding.....1 2 3 4 5
3. We are satisfied with our export market information generation efforts..... 1 2 3 4 5
4. There is room for improvement in the way we collect market information.....1 2 3 4 5
5. We are effective in our market information generation activities.....1 2 3 4 5

Part 2. DISTRIBUTION OF MARKET INFORMATION

1. In this company, we distribute export market information efficiently..... 1 2 3 4 5
2. The quality of our export market information dissemination is outstanding...1 2 3 4 5
3. We are satisfied with our export market information distribution efforts..... 1 2 3 4 5
4. There is room for improvement in the way we distribute market information.1 2 3 4 5
5. We are effective in our market information distribution activities.....1 2 3 4 5

Part 3. QUALITY OF EXPORT MARKET INTERPRETATION

1. The interpretation we make on the export market information we acquire reflects well what's happening in the export market..... 1 2 3 4 5

2. The interpretation of export market information provides us with a deep and unique understanding of the market which is not available to competitors.....1 2 3 4 5

3. Our organizations gain so much value in the way we interpret the market information we have.....1 2 3 4 5

4. It is very difficult for us to figure out the meaning of the export market information we get..... 1 2 3 4 5

5. We discover very little in the way we make sense of the export market information available to us.....1 2 3 4 5

6. We are very good in reading between lines especially with the raw market information we have.....1 2 3 4 5

7. In this company, we interpret export market information efficiently..... 1 2 3 4 5

8. The quality of our export market information interpretation is outstanding....1 2 3 4 5

9. We are satisfied with our export market information interpretation efforts.....1 2 3 4 5

10. There is room for improvement in the way we interpret market information.1 2 3 4 5

11. We are effective in our market information interpretation activities..... 1 2 3 4 5

Part 4. DEGREE OF DOCUMENTATION AND STORAGE

1. Our organization encourages everyone to keep a written record of all export market information and transactions.....1 2 3 4 5

2. People in the organization spend the necessary time to keep an updated record of export market information and transactions..... 1 2 3 4 5

3. Our organization spend enough money in making record keeping both efficient and effective (e.g. investing on information technology)..... 1 2 3 4 5

4. There is little documentation happening in our export market operation..... 1 2 3 4 5

5. People in the organization usually have difficult time recalling important information on the export market.....1 2 3 4 5

6. We have a formal procedure in documenting export market information..... 1 2 3 4 5

7. Nobody seems to have time to write down things they learn about the

export market.....1 2 3 4 5

8. In this company, we store export market information efficiently..... 1 2 3 4 5

9. The quality of our export market information storage is outstanding..... 1 2 3 4 5

10. We are satisfied with our export market information storage efforts.....1 2 3 4 5

11. There is room for improvement in the way we store market information..... 1 2 3 4 5

12. We are effective in our market information storage activities..... 1 2 3 4 5

Part 5. QUALITY OF EXPORT MEMORY

1. Usually the assumptions, beliefs, and values about the export market that people have in our organization are...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted.....1 2 3 4 5
objective..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely.....1 2 3 4 5
has value-added..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable.....1 2 3 4 5
credible..... 1 2 3 4 5

2. The corporate culture (ways of perceiving, thinking, feeling) that is normally retained in language, shared framework, stories, and the grapevine, about the export market in our organization is...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted.....1 2 3 4 5
objective..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely.....1 2 3 4 5
has value-added..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable.....1 2 3 4 5
credible..... 1 2 3 4 5

3. The standard operating procedures, rules, routines as regard to the export marketing operation of our organization could be described as...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
concisely represented..... 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
objective..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5
has value-added..... 1 2 3 4 5

useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

4. The written documents, files and databases we have on the export market operation could be described to be...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
concisely represented..... 1 2 3 4 5
consistently represented.. 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
objective..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5
has value-added..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

5. The formal and informal relationships among the people in our organization are...

relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5
has value-added..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

6. The physical structure (e.g. interior design and physical arrangement, ambience) of the office/s that deals with the export market operations can be described as...

relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5
has value-added..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible (reflects the nature of an export organization). 1 2 3 4 5

7. The intuition about the export market among the people in our organization could be described as...

accurate..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5
has value-added..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

Part 6. USING EXPORT MARKET MEMORY

1. In this company, majority of export memory we have is not used..... 1 2 3 4 5

2. We make a conscious effort to use most of the export memory..... 1 2 3 4 5

3. We utilize most of the export memory we have..... 1 2 3 4 5

4. The export memory we have gathered in the past is often not considered in the making of decisions for which they were initially acquired..... 1 2 3 4 5

5. Decision-making can become difficult as a result of too much export memory..... 1 2 3 4 5

6. We never find ourselves overloaded with export memory..... 1 2 3 4 5

7. The export memory we have often exceed the capacity of our systems to process them into usable information..... 1 2 3 4 5

8. We experience difficulties in planning adequately due to an overload of export memory..... 1 2 3 4 5

9. We have so much export memory, we encounter problems in dealing with it all..... 1 2 3 4 5

10. We find it easy to handle all the export memory that we have..... 1 2 3 4 5

11. Our confidence in making decisions is normally increased as a result of using export memory..... 1 2 3 4 5

12. Export memory is often used to justify decisions really made on the basis of instinct..... 1 2 3 4 5

13. The same piece of export memory is usually used for more than one decision..... 1 2 3 4 5

14. Export memory is generally used to make a particular decision..... 1 2 3 4 5

15. Export memory is commonly used to reinforce expectations..... 1 2 3 4 5

16. Without export memory, decisions made would be very different 1 2 3 4 5

17. Export memory is actively sought out in response to a specific decision at hand 1 2 3 4 5

18. Export memory is usually taken into account to justify the cost of of having acquired it..... 1 2 3 4 5

19. Export memory often supports decisions made on other grounds..... 1 2 3 4 5

20. No decision would be made without the relevant export memory.....1 2 3 4 5

21. We often seek our export memory after decisions have been made.....1 2 3 4 5

22. Export memory is often distorted in decision-making.....1 2 3 4 5

23. Export memory is usually translated into significant practical action.....1 2 3 4 5

24. Decisions based on export memory are generally more accurate than instinctive ones.....1 2 3 4 5

25. Export memory commonly has little decision relevance.....1 2 3 4 5

26. Key executives often distort export memory in passing it on.....1 2 3 4 5

27. Instinct is often combined with export memory when making decisions.....1 2 3 4 5

28. Uncertainty associated with the export market environment is greatly reduced by using export memory 1 2 3 4 5

Part 7. The External Environment

1. The technology in our industry is changing rapidly.....1 2 3 4 5

2. Technology changes provide big opportunities in our industry.....1 2 3 4 5

3. It is difficult to forecast where technology in our industry will be in the next 2 or 3 years.....1 2 3 4 5

4. Technological developments in our industry are rather minor.....1 2 3 4 5

5. A large number of new product ideas have been possible through technological breakthrough in our industry.....1 2 3 4 5

6. Competition in our industry is cut-throat.....1 2 3 4 5

7. There are many "promotion" wars in our industry.....1 2 3 4 5

8. Anything one competitor can offer, others can match rapidly.....1 2 3 4 5

9. Price competition is a hallmark of our industry.....1 2 3 4 5

10. One hears on a new competitor almost everyday.....1 2 3 4 5

11. Our competitors are relatively weak.....1 2 3 4 5

12. Aggressive selling is the norm in our industry.....1 2 3 4 5

13. In our kind of business, customers' product preferences change quite a bit over time.....1 2 3 4 5

14. Our customers tend to look for new products all the time..... 1 2 3 4 5

15. We cater to many of the same customers that we used to in the past..... 1 2 3 4 5

16. We are witnessing demand for our products and services from customers who never bought them before..... 1 2 3 4 5

17. New customers tend to have product-related needs that are different from those of existing customers..... 1 2 3 4 5

18. Our customers are very price sensitive..... 1 2 3 4 5

19. In our market(s), buyers can always negotiate lower prices from sellers..... 1 2 3 4 5

20. When it comes to price, our customers are in a strong negotiating position... 1 2 3 4 5

21. In our market(s), buyers face high costs if they want to switch to our competitors..... 1 2 3 4 5

REGULATORY FEATURES

Please encircle the number which best describes the degree of impact that each of the following regulatory features generally has on your main market(s):

	Very Negative Impact				Very Positive Impact
1. Government product standards.....	1	2	3	4	5
2. Restrictions on seller concentration (e.g., Commerce Act).....	1	2	3	4	5
3. Transportation and handling regulations.....	1	2	3	4	5
4. Government pricing regulations.....	1	2	3	4	5
5. Environmental protection laws (pollution, noise, etc.).....	1	2	3	4	5
6. Governmental regulation of advertising.....	1	2	3	4	5
7. Regulations relating to product resale.....	1	2	3	4	5
8. Trade association regulations of business practices.....	1	2	3	4	5

Part 8. EXPORT INVOLVEMENT

1. How long has your firm been exporting? _____ years

2. How many people in your firm deal specifically with export matters (excluding production/operations personnel)? _____

3. Does your firm have a separate **export department?** Yes No

4. How are your exports dealt with? Please tick as many.

☐ By the sales/marketing department ☐ By an independent export agent

☐ By the managing director ☐ Other (please specify):_____

5. What is the **relative importance** of the following dimensions of export success in your firm? (Please allocate a total of 100 points between the following four dimensions)

Export Sales Volume	
Export Profitability	
Export Market Share	
Rate of New Market Entry	
Total	100 %

6. Which of the following statements best describes your company? (Tick one box only)

☐ Exporting is part of our global strategy which includes other forms of international involvement (e.g. joint ventures, licensing).

☐ Our firm is an experienced exporter and exports to several markets.

☐ Our firm exports experimentally to few markets.

☐ Our firm only responds to unsolicited orders from abroad.

7. How many **product lines/groups** does your company offer in total? _____

Of these, how many do you export? _____

8. Approximately what **percentage of total sales turnover** is derived from exports? _____%

9. Which of the following regions are you currently exporting to? (please tick as many)

☐ EU countries

☐ Former Eastern block countries

☐ Other European countries excluding EU and Eastern block countries

☐ North America

☐ South/Central America

☐ Africa and Middle East

☐ Australia and New Zealand

☐ Asia

10. To how many countries does your company export? _____

11. Overall, how satisfied are you with your performance along the following dimensions?

	Very Unsatisfied				Very Satisfied
Export Sales Volume	1	2	3	4	5
Export Profitability	1	2	3	4	5
Export Market Share	1	2	3	4	5
Rate of New Market Entry	1	2	3	4	5

12. How would you rate your firm's export performance compared to other exporters in your country? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

13. Overall, how would you rate your firm's export performance? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

Part 9. FIRM'S CHARACTERISTICS

1. In which year was your firm established? _____

2. How many people are currently employed by your firm?

☐ 1 – 9 ☐ 100 - 199

☐ 10 – 99 ☐ 200 or more

3. What are the main products produced by your firm? (please tick as many)

☐ Consumer goods ☐ Service

☐ Industrial goods ☐ Other (please specify)_____

4. Approximately what is your company's annual sales turnover?

☐ Less than P3 Million

☐ Greater than P3 Million but less than or equal to P15 Million

☐ Greater than P15 Million but less than or equal to P100 Million

☐ Greater than P100 Million

5. Which of the following best describes your firm? (Please tick only one).

☐ An Independent Company ☐ A Division of a Multinational Firm

☐ A Subsidiary/Affiliate Company ☐ Other (please specify):_____

6. Please state your position or title:_____

APPENDIX 5.5
Second Pretest Questionnaire

A Study of Exporting Firms:
The Quality of Export Memory

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ASTON MARKETING GROUP

Export Memory...
is information about the export market and its operations which is stored in the organization in the form of assumptions, beliefs, values, language, shared frameworks, stories, grapevine, standard operating procedures, rules, routines, written documents, files, databases, formal and informal relationships, physical structure, and intuition *that could be brought to bear on present decisions.*

Part 1. ACQUISITION OF EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this firm, we collect export market information from a wide variety of export market information sources..... 1 2 3 4 5

2. In this firm, we collect export information regularly to update our knowledge of the export market..... 1 2 3 4 5

3. In this firm, we collect export market information about a wide variety of export market facts (e.g., customer needs, competitor actions, technological trends, political environment, etc.)..... 1 2 3 4 5

4. In this firm, we collect export market information very quickly in response to changes in the export environment..... 1 2 3 4 5

5. In this firm, we collect export market information in a formalized manner.....1 2 3 4 5

6. In this firm, we collect export market information in high quantities..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

7. In this company, we collect export market information efficiently..... ☐

8. The quality of our export market information generation is outstanding..... ☐

9. We are very satisfied with our export market information generation efforts..... ☐

10. There is no room for improvement in the way we collect export information..... ☐

11. We are very effective in our export market information generation activities..... ☐

Part 2. DISTRIBUTION OF EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this firm, export market information is regularly disseminated to different departments..... 1 2 3 4 5

2. In this firm, export market information is speedily distributed across functional areas..... 1 2 3 4 5

3. In this firm, export market information never tends to get lost in the system..... 1 2 3 4 5

4. In this firm, export market information gets disseminated across departments in high quantities..... 1 2 3 4 5

5. In this firm, export market information is often summarized as it gets distributed.... 1 2 3 4 5

6. In this firm, export market information will rarely get distorted in the dissemination process..... 1 2 3 4 5

7. In this firm, export market information is often disseminated in a formal manner.... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

8. In this company, we distribute export market information efficiently..... ☐

9. The quality of our export market information dissemination is outstanding..... ☐

10. We are very satisfied with our export market information distribution efforts..... ☐

11. There is no room for improvement in the way we distribute export information..... ☐

12. We are very effective in our export market information distribution activities..... ☐

Part 3. EXPORT INORMATION INTERPRETATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. The interpretation we make on the export market information we acquire reflects well what is happening in the export market..... 1 2 3 4 5

2. The interpretation of export market information provides us with a deep and unique understanding of the market which is not available to competitors..... 1 2 3 4 5

3. Our organization gains so much value in the way we interpret the export information we have..... 1 2 3 4 5

4. It is very easy for us to figure out the meaning of the export market information we get..... 1 2 3 4 5

5. We discover so much in the way we make sense of the export market information available to us..... 1 2 3 4 5

6. We are very good in reading between lines especially with the raw export information we have..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

7. In this company, we interpret export market information efficiently..... ☐

8. The quality of our export market information interpretation is outstanding..... ☐

9. We are very satisfied with our export market information interpretation efforts..... ☐

10. There is no room for improvement in the way we interpret market information..... ☐

11. We are very effective in our export market information interpretation activities..... ☐

Part 4. RESPONSE TO EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this firm, we always rely on export market information when making export decisions..... 1 2 3 4 5

2. In this firm, we plan our response to export market information formally..... 1 2 3 4 5

3. If a major competitor were to launch an intensive campaign targeted at our export customers, we would implement a response immediately..... 1 2 3 4 5

4. We are quick to respond to significant changes in our competitors' price structures in foreign markets..... 1 2 3 4 5

5. We rapidly respond to competitive actions that threaten us in our export markets....1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

6. In this company, we respond to export market information efficiently..... ☐

7. The quality of our response to export market information is outstanding..... ☐

8. We are very satisfied with the way in which we respond to export market information..... ☐

9. There is no room for improvement in the way we respond to export market information.... ☐

10. We are very effective in the way we respond to export market information ..... ☐

Part 5. EXPORT LEARNING ORIENTATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. Managers basically agree that our export function's ability to learn is the key to our competitive advantage in the export market..... 1 2 3 4 5

2. The basic values of this export function include learning as key to improvement.....1 2 3 4 5

3. The sense around here is that export employee learning is an investment, not an expense..... 1 2 3 4 5

4. Learning in our export operation is seen as a key commodity necessary to guarantee organizational survival.....1 2 3 4 5

5. There is a commonality of purpose in my export operation..... 1 2 3 4 5

6. There is total agreement on our export vision across all levels, functions and divisions..... 1 2 3 4 5

7. All export employees are committed to the goals of this organization..... 1 2 3 4 5

8. Export employees view themselves as partners in charting the direction of the organization..... 1 2 3 4 5

9. We are not afraid to reflect critically on the shared assumptions we have made about our export customers..... 1 2 3 4 5

10. Personnel in this enterprise realize that the very way they perceive the export marketplace must be continually questioned..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

11. Our organization has a very strong commitment to export learning and to activities that enhance it..... ☐

Part 6. INTEGRATION INTO THE ORGANIZATIONAL SYSTEM

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. Our organization encourages everyone to keep a written record of all export market information and transactions..... 1 2 3 4 5

2. People in the organization spend the necessary time to keep an updated record of export market information and transactions..... 1 2 3 4 5

3. Our organization spends enough money on making export record keeping both efficient and effective (e.g. investing on information technology)..... 1 2 3 4 5

4. There is a lot of documentation occurring in our export market operation..... 1 2 3 4 5

5. People in the organization never have a difficult time recalling important information about the export market..... 1 2 3 4 5

6. We have a formal procedure for documenting export market information..... 1 2 3 4 5

7. Everyone has time to write down things they learn about the export market..... 1 2 3 4 5

8. We organize training sessions as a means to transfer export knowledge..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

9. In this company, we store export market information efficiently..... ☐

10. The quality of our export market information storage is outstanding..... ☐

11. We are very satisfied with our export market information storage efforts..... ☐

12. There is no room for improvement in the way we store export information..... ☐

13. We are very effective in our export information storage activities..... ☐

Part 7. CONTENT OF EXPORT MEMORY

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. Usually the assumptions and beliefs about the export market that people have in our organization are...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
objective..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5
adding value..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

2. The export culture (ways of perceiving, thinking, feeling) that is normally retained in language, shared framework, stories, and the grapevine, about the export market in our organization is...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
objective..... 1 2 3 4 5

relevant..... 1 2 3 4 5
adding value..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

3. The standard operating procedures, rules, routines as regard to the export marketing operation of our organization could be described as...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
concisely represented.... 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
objective..... 1 2 3 4 5

relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5
having value-added 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

4. The written documents, files and databases we have on the export market operation could be described to be...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
concisely represented.... 1 2 3 4 5
consistently represented. 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
objective..... 1 2 3 4 5

relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5
having value-added 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

5. The formal and informal relationships among the export people in our organization are...

relevant..... 1 2 3 4 5
adding value..... 1 2 3 4 5
useful..... 1 2 3 4 5

usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

6. The physical structure (e.g. interior design and physical arrangement, ambience) of the office/s that deals with the export market operations can be described as...

relevant..... 1 2 3 4 5
having value-added 1 2 3 4 5
useful..... 1 2 3 4 5

usable..... 1 2 3 4 5
credible (reflects the nature of an export organization).. 1 2 3 4 5

7. The intuition about the export market among the people in our organization could be described as...

accurate..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely..... 1 2 3 4 5

having value-added 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

8. The formal and informal relationships with external export-specific groups (e.g. customers, suppliers) we have developed in our organization are.....

relevant..... 1 2 3 4 5
adding value..... 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

9. Export market information stored outside of our organization (e.g. library/databank of chamber of commerce or industry association we have access to) could be described as...

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
concisely represented.... 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
objective..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely.....1 2 3 4 5
having value-added 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

10. The export market information which are newly acquired by our organization and which have not yet been stored in the organization could be described as .....

accurate..... 1 2 3 4 5
complete..... 1 2 3 4 5
concisely represented.... 1 2 3 4 5
easily understood..... 1 2 3 4 5
easily interpreted..... 1 2 3 4 5
objective..... 1 2 3 4 5
relevant..... 1 2 3 4 5
timely.....1 2 3 4 5
having value-added 1 2 3 4 5
useful..... 1 2 3 4 5
usable..... 1 2 3 4 5
credible..... 1 2 3 4 5

Part 8. USING EXPORT MARKET MEMORY

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this company, the majority of export memory we have is not used..... 1 2 3 4 5
2. We make a conscious effort to use most of our export memory..... 1 2 3 4 5
3. We utilize most of the export memory we have..... 1 2 3 4 5
4. The export memory we have gathered in the past is often not considered in the making of decisions for which they were initially acquired..... 1 2 3 4 5
5. Decision-making can become difficult as a result of too much export memory..... 1 2 3 4 5
6. Our confidence in making decisions is normally increased as a result of using export memory..... 1 2 3 4 5
7. Export memory is often used to justify decisions really made on the basis of personal instinct..... 1 2 3 4 5
8. The same piece of export memory is usually used for more than one decision..... 1 2 3 4 5
9. Export memory is preserved specifically so that it can be used by individuals other than the person/s from whom it originated..... 1 2 3 4 5
10. We never find ourselves overloaded with export memory..... 1 2 3 4 5
11. Export memory is generally used to make a particular decision..... 1 2 3 4 5
12. Export memory is commonly used to reinforce expectations..... 1 2 3 4 5
13. Export memory is often used to justify decisions already made..... 1 2 3 4 5
14. The export memory we have often exceeds the capacity of our systems to process them into usable information..... 1 2 3 4 5
15. Export memory is often used to back up hunches, prior to the implementation of an export decision..... 1 2 3 4 5
16. If export memory is difficult to retrieve, guesses are made instead..... 1 2 3 4 5
17. Without export memory, decisions made would be very different 1 2 3 4 5
18. Export memory is actively sought out in response to a specific decision at hand.... 1 2 3 4 5

19. We experience difficulties in planning adequately due to an overload of export memory..... 1 2 3 4 5

20. Export memory is usually taken into account to justify the cost and/or effort of having acquired it..... 1 2 3 4 5

21. Export memory often supports decisions made on other grounds..... 1 2 3 4 5

22. No decision would be made without relevant export memory..... 1 2 3 4 5

23. We often turn to our export memory after decisions have been made..... 1 2 3 4 5

24. We have so much export memory, we encounter problems in dealing with it all.... 1 2 3 4 5

25. Export memory is often distorted in decision-making..... 1 2 3 4 5

26. Export memory is usually translated into significant practical action..... 1 2 3 4 5

27. Decisions based on export memory are generally more accurate than instinctive ones..... 1 2 3 4 5

28. Export memory commonly has little decision relevance..... 1 2 3 4 5

29. We find it easy to handle all the export memory that we have..... 1 2 3 4 5

30. Key executives often distort export memory in passing it on..... 1 2 3 4 5

31. Instinct is often combined with export memory when making decisions..... 1 2 3 4 5

32. Uncertainty associated with the export market environment is greatly reduced by using export memory 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

33. Our export memory is often used for political reasons..... ☐

34. Overload of export memory is a problem in our firm..... ☐

35. We use export memory directly in the making of specific decisions..... ☐

36. Our export memory is used generally to broaden our understanding of the export market. ☐

37. We are very effective in our export memory use activities..... ☐

Part 9. THE EXTERNAL ENVIRONMENT

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the number of your choice, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. The technology in our industry is changing rapidly..... 1 2 3 4 5

2. Technology changes provide big opportunities in our industry..... 1 2 3 4 5

3. It is difficult to forecast where technology in our industry will be in the next 2 or 3 years..... 1 2 3 4 5

4. Technological developments in our industry are rather minor..... 1 2 3 4 5

5. A large number of new product ideas have been possible through technological breakthrough in our industry..... 1 2 3 4 5

6. Competition in our industry is cut-throat..... 1 2 3 4 5

7. There are many "promotion" wars in our industry..... 1 2 3 4 5

8. Anything one competitor can offer, others can match rapidly..... 1 2 3 4 5

9. Price competition is a hallmark of our industry..... 1 2 3 4 5

10. One hears on a new competitor almost everyday..... 1 2 3 4 5

11. Our competitors are relatively weak..... 1 2 3 4 5

12. Aggressive selling is the norm in our industry..... 1 2 3 4 5

13. In our kind of business, customers' product preferences change quite a bit over time..... 1 2 3 4 5

14. Our customers tend to look for new products all the time..... 1 2 3 4 5

15. We cater to many of the same customers that we used to in the past..... 1 2 3 4 5

16. We are witnessing demand for our products and services from customers who never bought them before..... 1 2 3 4 5

17. New customers tend to have product-related needs that are different from those of existing customers..... 1 2 3 4 5

18. Our customers are very price sensitive..... 1 2 3 4 5

19. In our market(s), buyers can always negotiate lower prices from sellers..... 1 2 3 4 5

20. When it comes to price, our customers are in a strong negotiating position... ..... 1 2 3 4 5

21. In our market(s), buyers face high costs if they want to switch to our competitors.. 1 2 3 4 5

Part 10. REGULATORY FEATURES

Instructions: Please encircle the number which best describes the degree of impact that each of the following regulatory features generally has on your main market(s):

	Very Negative Impact				Very Positive Impact
1. Government product standards.....	1	2	3	4	5
2. Restrictions on seller concentration (e.g., Commerce Act).....	1	2	3	4	5
3. Transportation and handling regulations.....	1	2	3	4	5
4. Government pricing regulations.....	1	2	3	4	5
5. Environmental protection laws (pollution, noise, etc.).....	1	2	3	4	5
6. Governmental regulation of advertising.....	1	2	3	4	5
7. Regulations relating to product resale.....	1	2	3	4	5
8. Trade association regulations of business practices.....	I	2	3	4	5

Part 11. EXPORT INVOLVEMENT

1. How long has your firm been exporting? _____ years

2. How many people in your firm deal specifically with export matters (excluding production/operations personnel)? _____

3. Does your firm have a separate **export department?** ☐ Yes ☐ No

4. How are your exports dealt with? Please tick as many.

☐ By the sales/marketing department ☐ By an independent export agent

☐ By the managing director ☐ Other (please specify):_____

5. What is the **relative importance** of the following four objectives (sales, profits, market share, and market entry) to export success in your firm? To answer this important question, please allocate a total of 100 points among the four objectives. For example, if they are all equally important, please allocate 25 points to each of the four objectives.

Export Sales Volume	
Export Profitability	
Export Market Share	
Rate of New Market Entry	
Total	100 %

6. Which of the following statements best describes your company? (Tick one box only)

☐ Exporting is part of our global strategy which includes other forms of international involvement (e.g. joint ventures, licensing).

☐ Our firm is an experienced exporter and exports to several markets.

☐ Our firm exports experimentally to few markets.

☐ Our firm only responds to unsolicited orders from abroad.

7. How many **product lines/groups** does your company offer in total? _____

Of these, how many do you export? _____

Definition of Product Line – A group of products manufactured or distributed by an organization similar in the way they are produced or marketed; for example, Gilette markets a line of razors and blades, a line of toiletries, a line of pens and a line of cigarette lighters.

8. Approximately what **percentage of total sales** is derived from exports? _____%

9. Which of the following regions are you currently exporting to? (please tick as many)

☐ EU countries ☐ South/Central America

☐ Former Eastern block countries ☐ Africa and Middle East

☐ Other European countries excluding EU and Eastern block countries ☐ Australia and New Zealand

☐ North America ☐ Asia

10. To how many countries does your company export? _____

11. Overall, how satisfied are you with your performance along the following dimensions?

	Very Unsatisfied				Very Satisfied
Export Sales Volume	1	2	3	4	5
Export Profitability	1	2	3	4	5
Export Market Share	1	2	3	4	5
Rate of New Market Entry	1	2	3	4	5

12. How would you rate your firm's export performance compared to other exporters in your country? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

13. Overall, how would you rate your firm's export performance? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

Part 12. FIRM'S CHARACTERISTICS

1. In which year was your firm established? _____

2. How many people are currently employed by your firm?

☐ 1–9 ☐ 100-199

☐ 10–99 ☐ 200 or more

3. What are the main products produced by your firm? (please tick as many)

☐ Consumer goods ☐ Service

☐ Industrial goods ☐ Other (please specify)_____

4. Approximately what is your company's annual sales?

☐ Less than P2 Million

☐ Greater than P2 Million but less than or equal to P3 Million

☐ Greater than P3 Million but less than or equal to P7 Million

☐ Greater than P7 Million but less than or equal to P15 Million

☐ Greater than P15 Million but less than or equal to P50 Million

☐ Greater than P50 Million but less than or equal to P100 Million

☐ Greater than P100 Million

5. Which of the following best describes your firm? (Please tick only one).

☐ An Independent Company ☐ A Division of a Multinational Firm

☐ A Subsidiary/Affiliate Company ☐ Other (please specify):_____

6. Please state your position or title:_____

7. Is your company 100% Filipino-owned? ☐ Yes ☐ No

If not, please state nationality of foreign ownership and the percentage of foreign ownership.

Nationality/ies	Percentage Ownership
_____	_____%
_____	_____%
_____	_____%
_____	_____%

Thank you very much!

***I shall be sending you a summary of the result of the study once it is available.**

APPENDIX 5.6
Third Pretest Questionnaire

ASTON BUSINESS SCHOOL
BIRMINGHAM

A Study of Exporting Firms:
The Quality of Export Memory

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ASTON MARKETING GROUP

Export Memory...

Is the information about your export market and its operations which is stored in your organization in the form of:

- assumptions and beliefs,
- export culture (i.e., language, shared frameworks, stories, grapevine),
- your standard operating procedures, rules and routines,
- written documents, files and databases,
- your know-how and skills,
- formal and informal relationships you have with export personnel and business partners,
- physical structure, and
- intuition that all personnel may have about the export business

that could be brought to bear on present export-specific decisions.

Part 1. ACQUISITION OF EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this firm, we collect export market information from a wide variety of export market information sources..... 1 2 3 4 5

2. In this firm, we collect export information regularly to update our knowledge of the export market..... 1 2 3 4 5

3. In this firm, we collect export market information about a wide variety of export market facts (e.g., customer needs, competitor actions, technological trends,

political environment, etc.)..... 1 2 3 4 5

4. In this firm, we collect export market information very quickly in response to changes in the export environment..... 1 2 3 4 5

5. In this firm, we collect export market information in a formalized manner..... 1 2 3 4 5

6. In this firm, we collect export market information in high quantities..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

7. In this company, we collect export market information efficiently..... ☐

8. The quality of our export market information generation is outstanding..... ☐

9. We are very satisfied with our export market information generation efforts..... ☐

10. There is no room for improvement in the way we collect export information..... ☐

11. We are very effective in our export market information generation activities..... ☐

12. We communicate with our customers through the following mediums (Please indicate the percentage of use. For example, if each one is used equally, then allocate 25% to each.)

Telephone	_____%
E-Mail	_____%
Personal Visit	_____%
Fax	_____%
Total	**100%**

Part 2. DISTRIBUTION OF EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this firm, export market information is regularly disseminated to different departments..... 1 2 3 4 5
2. In this firm, export market information is speedily distributed across functional areas..... 1 2 3 4 5
3. In this firm, export market information never tends to get lost in the system..... 1 2 3 4 5
4. In this firm, export market information gets disseminated across departments in high quantities..... 1 2 3 4 5
5. In this firm, export market information is often summarized as it gets distributed.... 1 2 3 4 5
6. In this firm, export market information will rarely get distorted in the dissemination process..... 1 2 3 4 5
7. In this firm, export market information is often disseminated in a formal manner.... 1 2 3 4 5
8. In this firm, we treat export information as sensitive; only those who need to know receive them..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

9. In this company, we distribute export market information efficiently..... ☐
10. The quality of our export market information dissemination is outstanding..... ☐
11. We are very satisfied with our export market information distribution efforts..... ☐
12. There is no room for improvement in the way we distribute export information..... ☐
13. We are very effective in our export market information distribution activities..... ☐

Part 3. EXPORT INFORMATION INTERPRETATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. The interpretation we make on the export market information we acquire reflects well what is happening in the export market..... 1 2 3 4 5

2. The interpretation of export market information provides us with a deep and unique understanding of the market which is not available to competitors..... 1 2 3 4 5

3. Our organization gains so much value in the way we interpret the export information we have..... 1 2 3 4 5

4. It is very easy for us to figure out the meaning of the export market information we get..... 1 2 3 4 5

5. We discover so much in the way we make sense of the export market information available to us..... 1 2 3 4 5

6. We are very good in reading between lines especially with the raw export information we have..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

7. In this company, we interpret export market information efficiently..... ☐

8. The quality of our export market information interpretation is outstanding..... ☐

9. We are very satisfied with our export market information interpretation efforts..... ☐

10. There is no room for improvement in the way we interpret market information..... ☐

11. We are very effective in our export market information interpretation activities..... ☐

Part 4. RESPONSE TO EXPORT INFORMATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this firm, we always rely on export market information when making export decisions..... 1 2 3 4 5

2. In this firm, we plan our response to export market information formally..... 1 2 3 4 5

3. If a major competitor were to launch an intensive campaign targeted at our export customers, we would implement a response immediately.....1 2 3 4 5

4. We are quick to respond to significant changes in our competitors' price structures in foreign markets.....1 2 3 4 5

5. We rapidly respond to competitive actions that threaten us in our export markets....1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

6. In this company, we respond to export market information efficiently..... ☐

7. The quality of our response to export market information is outstanding..... ☐

8. We are very satisfied with the way in which we respond to export market information..... ☐

9. There is no room for improvement in the way we respond to export market information.... ☐

10. We are very effective in the way we respond to export market information ..... ☐

Part 5. EXPORT LEARNING ORIENTATION

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. Managers basically agree that our export function's ability to learn is the key to our competitive advantage in the export market..... 1 2 3 4 5

2. The basic values of this export function include learning as key to improvement..... 1 2 3 4 5

3. The sense around here is that export employee learning is an investment, not an expense..... 1 2 3 4 5

4. Learning in our export operation is seen as a key commodity necessary to guarantee organizational survival..... 1 2 3 4 5

5. There is a commonality of purpose in my export operation..... 1 2 3 4 5

6. There is total agreement on our export vision across all levels, functions and divisions..... 1 2 3 4 5

7. All export employees are committed to the goals of this organization..... 1 2 3 4 5

8. Export employees view themselves as partners in charting the direction of the organization..... 1 2 3 4 5

9. We are not afraid to reflect critically on the shared assumptions we have made about our export customers..... 1 2 3 4 5

10. Personnel in this enterprise realize that the very way they perceive the export marketplace must be continually questioned..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

11. Our organization has a very strong commitment to export learning and to activities that enhance it..... ☐

Part 6. INTEGRATION INTO THE ORGANIZATIONAL SYSTEM

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. Our organization encourages everyone to keep a written record of all export market information and transactions..... 1 2 3 4 5

2. People in the organization spend the necessary time to keep an updated record of export market information and transactions..... 1 2 3 4 5

3. Our organization spends enough money on making export record keeping both efficient and effective (e.g. investing on information technology)..... 1 2 3 4 5

4. There is a lot of documentation occurring in our export market operation..... 1 2 3 4 5

5. People in the organization never have a difficult time recalling important information about the export market..... 1 2 3 4 5

6. We have a formal procedure for documenting export market information..... 1 2 3 4 5

7. Everyone has time to write down things they learn about the export market..... 1 2 3 4 5

8. We organize training sessions as a means to transfer export knowledge..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

9. In this company, we store export market information efficiently..... ☐

10. The quality of our export market information storage is outstanding..... ☐

11. We are very satisfied with our export market information storage efforts..... ☐

12. There is no room for improvement in the way we store export information..... ☐

13. We are very effective in our export information storage activities..... ☐

Part 7. CONTENT OF EXPORT MEMORY

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7

Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

1. Usually the assumptions and beliefs about the export market that people have in our organization are...

accurate	☐	adding value	☐
complete	☐	useful	☐
easily understood	☐	usable	☐
easily interpreted	☐	credible	☐
objective	☐	accessible	☐
relevant	☐	of good quality	☐
timely	☐		

2. The export culture (ways of perceiving, thinking, feeling) that is normally retained in language, shared framework, stories, and the grapevine, about the export market in our organization is...

accurate	☐	adding value	☐
complete	☐	useful	☐
easily understood	☐	usable	☐
easily interpreted	☐	credible	☐
objective	☐	accessible	☐
relevant	☐	of good quality	☐

3. The standard operating procedures, rules, routines as regard to the export marketing operation of our organization could be described as...

accurate	☐	timely	☐
complete	☐	having value-added	☐
concisely represented	☐	useful	☐
easily understood	☐	usable	☐
easily interpreted	☐	credible	☐
objective	☐	accessible	☐
relevant	☐	being of good quality	☐

4. The written documents, files and databases we have on the export market operation could be described to be...

accurate	☐	concisely represented	☐
complete	☐	consistently represented	☐

easily understood.....	☐	useful.....	☐
easily interpreted.....	☐	usable.....	☐
objective.....	☐	credible.....	☐
relevant.....	☐	accessible.....	☐
timely.....	☐	of good quality.....	☐
having value-added	☐		

5. The formal and informal relationships among the export people in our organization are...

relevant.....	☐	usable.....	☐
adding value.....	☐	credible.....	☐
useful.....	☐	of good quality.....	☐

6. The physical structure (e.g. interior design and physical arrangement, ambience) of the office/s that deals with the export market operations can be described as...

relevant.....	☐	credible (reflects the nature of an export organization)..	☐
having value-added	☐	being of good quality.....	☐
useful.....	☐		
usable.....	☐		

7. The intuition about the export market among the people in our organization could be described as...

accurate.....	☐	useful.....	☐
easily interpreted.....	☐	usable.....	☐
relevant.....	☐	credible.....	☐
timely.....	☐	being of good quality.....	☐
having value-added	☐		

8. The formal relationships with external export-specific groups (e.g. customers, suppliers) we have developed in our organization are.....

relevant.....	☐	usable.....	☐
adding value.....	☐	credible.....	☐
useful.....	☐	of good quality.....	☐

9. The informal relationships with external export-specific groups (e.g. customers, suppliers) we have developed in our organization are.....

relevant.....	☐	usable.....	☐
adding value.....	☐	credible.....	☐
useful.....	☐	of good quality.....	☐

10.Our know-how and skills with regard to the export operation could be considered to be...

accurate.....	☐	useful.....	☐
complete.....	☐	usable.....	☐
relevant.....	☐	credible.....	☐
timely.....	☐	accessible.....	☐
having value-added	☐	of good quality.....	☐

11. Export market information stored outside of our organization (e.g. library/databank of chamber of commerce or industry association we have access to) could be described as...

accurate.....	☐	timely.....	☐
complete.....	☐	having value-added	☐
concisely represented....	☐	useful.....	☐
easily understood.....	☐	usable.....	☐
easily interpreted.....	☐	credible.....	☐
objective.....	☐	accessible.....	☐
relevant.....	☐	being of good quality.....	☐

12. The export market information which are newly acquired by our organization and which have not yet been stored in the organization could be described as .....

accurate.....	☐	easily interpreted.....	☐
complete.....	☐	objective.....	☐
concisely represented....	☐	relevant.....	☐
easily understood.....	☐	timely.....	☐

having value-added	☐	credible.....	☐
useful.....	☐	accessible.....	☐
usable.....	☐	being of good quality.....	☐

Part 8. USING EXPORT MARKET MEMORY

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the numbers of your choice below, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. In this company, the majority of export memory we have is not used..... 1 2 3 4 5

2. We make a conscious effort to use most of our export memory..... 1 2 3 4 5

3. We utilize most of the export memory we have..... 1 2 3 4 5

4. The export memory we have gathered in the past is often not considered in the making of decisions for which they were initially acquired..... 1 2 3 4 5

5. Export memory is generally used to provide us with concepts about our export market.....1 2 3 4 5

6. Decision-making can become difficult as a result of too much export memory.....1 2 3 4 5

7. We normally have more export memory than what we actually need.....1 2 3 4 5

8. Our confidence in making decisions is normally increased as a result of using export memory..... 1 2 3 4 5

9. Export memory is often used to justify decisions really made on the basis of personal instinct..... 1 2 3 4 5

10. Export memory is generally used to provide us with theories about the export market..... 1 2 3 4 5

11. We never find ourselves overloaded with export memory.....1 2 3 4 5

12. The same piece of export memory is usually used for more than one decision..... 1 2 3 4 5

13. Export memory is preserved specifically so that it can be used by individuals

other than the person/s from whom it originated..... 1 2 3 4 5

14. We feel overwhelmed by the amount of export memory we have..... 1 2 3 4 5

15. Export memory is generally used to make a particular decision..... 1 2 3 4 5

16. The export memory we have often exceeds the capacity of our systems to process them into usable information..... 1 2 3 4 5

17. Export memory is commonly used to reinforce expectations..... 1 2 3 4 5

18. Export memory is generally used to provide us with assumptions about the export market..... 1 2 3 4 5

19. Export memory is often used to justify decisions already made..... 1 2 3 4 5

20. We usually find ourselves with more export memory than what we could efficiently handle..... 1 2 3 4 5

21. We experience difficulties in planning adequately due to an overload of export memory..... 1 2 3 4 5

22. Export memory is often used to back up hunches, prior to the implementation of an export decision..... 1 2 3 4 5

23. Export memory is generally used to provide us with a model about our export market..... 1 2 3 4 5

24. If export memory is difficult to retrieve, guesses are made instead..... 1 2 3 4 5

25. Without export memory, decisions made would be very different 1 2 3 4 5

26. We have so much export memory, we encounter problems in dealing with it all... 1 2 3 4 5

27. Export memory is actively sought out in response to a specific decision at hand.... 1 2 3 4 5

28. The amount of export memory we have is more than what we could actually use... 1 2 3 4 5

29. Export memory is usually taken into account to justify the cost and/or effort of having acquired it..... 1 2 3 4 5

30. It is often through our export memory that we set our key priorities..... 1 2 3 4 5

31. We find it easy to handle all the export memory that we have..... 1 2 3 4 5

32. Export memory often supports decisions made on other grounds..... 1 2 3 4 5

33. We often use our export memory to formulate problems about our export market.. 1 2 3 4 5

34. No decision would be made without relevant export memory..... 1 2 3 4 5

35. We often turn to our export memory after decisions have been made..... 1 2 3 4 5

36. We generally use our export memory to come up with a range of solutions to our problems..... 1 2 3 4 5

37. We have too much export memory that hamper quick decisions and cause numerous organizational problems..... 1 2 3 4 5

38. Export memory is often distorted in decision-making..... 1 2 3 4 5

39. Export memory is usually translated into significant practical action..... 1 2 3 4 5

40. Export memory often helps us to set criteria in choosing a solution to our problem..... 1 2 3 4 5

41. Decisions based on export memory are generally more accurate than instinctive ones..... 1 2 3 4 5

42. Export memory commonly has little decision relevance..... 1 2 3 4 5

43. We usually have just the right amount of export memory in our organization..... 1 2 3 4 5

44. Key executives often distort export memory in passing it on..... 1 2 3 4 5

45. Export memory generally broadens our managerial knowledge base without serving any one particular project..... 1 2 3 4 5

46. Instinct is often combined with export memory when making decisions..... 1 2 3 4 5

47. Uncertainty associated with the export market environment is greatly reduced by using export memory 1 2 3 4 5

48. We often find ourselves with less export memory than what we actually need..... 1 2 3 4 5

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by writing the numbers of your choice in the boxes below, using the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Neither Agree nor Disagree	Mildly Agree	Agree	Strongly Agree	Very Strongly Agree

49. Our export memory is often used for company politics..... ☐

50. Overload of export memory is a problem in our firm..... ☐

51. We use export memory directly in the making of specific decisions..... ☐

52. Our export memory is used generally to broaden our understanding of the export market. ☐

53. We are very effective in our export memory use activities..... ☐

Part 9. THE EXTERNAL ENVIRONMENT

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by encircling the number of your choice, according to the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. The technology in our industry is changing rapidly..... 1 2 3 4 5

2. Technology changes provide big opportunities in our industry..... 1 2 3 4 5

3. It is difficult to forecast where technology in our industry will be in the next 2 or 3 years..... 1 2 3 4 5

4. Technological developments in our industry are rather minor..... 1 2 3 4 5

5. A large number of new product ideas have been possible through technological breakthrough in our industry..... 1 2 3 4 5

6. Competition in our industry is cut-throat..... 1 2 3 4 5

7. There are many "promotion" wars in our industry..... 1 2 3 4 5

8. Anything one competitor can offer, others can match rapidly..... 1 2 3 4 5

9. Price competition is a hallmark of our industry..... 1 2 3 4 5

10. One hears on a new competitor almost everyday..... 1 2 3 4 5

11. Our competitors are relatively weak..... 1 2 3 4 5

12. Aggressive selling is the norm in our industry..... 1 2 3 4 5

13. In our kind of business, customers' product preferences change quite a bit over time..... 1 2 3 4 5

14. Our customers tend to look for new products all the time..... 1 2 3 4 5

15. We cater to many of the same customers that we used to in the past..... 1 2 3 4 5

16. We are witnessing demand for our products and services from customers who never bought them before..... 1 2 3 4 5

17. New customers tend to have product-related needs that are different from those of existing customers..... 1 2 3 4 5

18. Our customers are very price sensitive..... 1 2 3 4 5

19. In our market(s), buyers can always negotiate lower prices from sellers..... 1 2 3 4 5

20. When it comes to price, our customers are in a strong negotiating position... ..... 1 2 3 4 5

21. In our market(s), buyers face high costs if they want to switch to our competitors.. 1 2 3 4 5

Part 10. REGULATORY FEATURES

Instructions: Please encircle the number which best describes the degree of impact that each of the following regulatory features generally has on your main market(s):

	Very Negative Impact				Very Positive Impact
1. Government product standards.....	1	2	3	4	5
2. Restrictions on seller concentration (e.g., Commerce Act).....	1	2	3	4	5
3. Transportation and handling regulations.....	1	2	3	4	5
4. Government pricing regulations.....	1	2	3	4	5
5. Environmental protection laws (pollution, noise, etc.).....	1	2	3	4	5
6. Governmental regulation of advertising.....	1	2	3	4	5
7. Regulations relating to product resale.....	1	2	3	4	5
8. Trade association regulations of business practices.....	1	2	3	4	5

Part 11. EXPORT INVOLVEMENT

1. How long has your firm been exporting? _____ years

2. How many people in your firm deal specifically with export matters (excluding production/operations personnel)? _____

3. Does your firm have a separate **export department?** ☐ Yes ☐ No

4. How are your exports dealt with? Please tick as many.

☐ By the sales/marketing department ☐ By an independent export agent

☐ By the managing director ☐ Other (please specify):_____

5. What is the **relative importance** of the following 5 objectives (sales, profits, market share, market entry, customer satisfaction) to export success in your firm? To answer this important question, please allocate a total of 100 points among the 5 objectives. For example, if they are all equally important, please allocate 20 points to each of the 5 objectives.

Export Sales Volume	_____%
Export Profitability	_____%
Export Market Share	_____%
Rate of New Market Entry	_____%
To Satisfy Customer's Needs	_____%
Total	**100 %**

6. Which of the following statements best describes your company? (Tick one box only)

☐ Exporting is part of our global strategy which includes other forms of international involvement (e.g. joint ventures, licensing).

☐ Our firm is an experienced exporter and exports to several markets.

☐ Our firm exports experimentally to few markets.

☐ Our firm only responds to unsolicited orders from abroad.

7. How many **product lines/groups** does your company offer in total? (Definition of Product Line - A group of products manufactured or distributed by an organization similar in the way they are produced or marketed; for example, Gillette markets a line of razors and blades, a line of toiletries, a line of pens and a line of cigarette lighters.) _____

Of these, how many do you export? _____

8. Approximately what **percentage of total sales** is derived from exports? _____%

9. Which of the following regions are you currently exporting to? (please tick as many)

☐ EU countries
☐ Other European countries excluding EU
☐ North America
☐ South/Central America
☐ Africa and Middle East
☐ Australia and New Zealand
☐ China, Japan, Korea
☐ Rest of Asia

10. To how many countries does your company export? _____

11. Overall, how satisfied are you with your performance along the following dimensions?

	Very Unsatisfied				Very Satisfied
Export Sales Volume	1	2	3	4	5
Export Profitability	1	2	3	4	5
Export Market Share	1	2	3	4	5
Rate of New Market Entry	1	2	3	4	5

12. How would you rate your firm's export performance compared to other exporters in your sector? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

13. How would you rate your firm's export performance compared to other exporters in your country? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

14. Overall, how would you rate your firm's export performance? (Please encircle the number of your choice on the scale provided).

Poor 1 2 3 4 5 Outstanding

Part 12. FIRM'S CHARACTERISTICS

1. In which year was your firm established? _____

2. How many people are currently employed by your firm?

☐ 1–9
☐ 10–99
☐ 100-199
☐ 200 or more

3. What are the main products produced by your firm? (please tick as many)

☐ Automotive parts and components
☐ Chemicals
☐ Footwear, leather goods and travel goods manufacturers
☐ Fresh and Processed Food
☐ Furniture
☐ Garments
☐ Handicrafts and giftware
☐ Information Technology, Products, Services
☐ Manpower
☐ Metal Manufacturer
☐ Non-metallic mineral
☐ Resource-based
☐ Semiconductor and electronics
☐ Textiles, yarn and fiber
☐ Others (please specify)_____

4. Approximately what is your company's annual sales?

☐ Less than P2 Million
☐ Greater than P2 Million but less than or equal to P3 Million
☐ Greater than P3 Million but less than or equal to P7 Million
☐ Greater than P7 Million but less than or equal to P15 Million
☐ Greater than P15 Million but less than or equal to P50 Million
☐ Greater than P50 Million but less than or equal to P100 Million
☐ Greater than P100 Million

5. Which of the following best describes your firm? (Please tick only one).

☐ An Independent Company
☐ A Subsidiary/Affiliate Company
☐ A Division of a Multinational Firm
☐ Other (please specify):_____

6. Please state your position or title:_____

7. Is your company 100% Filipino-owned? ☐ Yes ☐ No

If not, please state nationality of foreign ownership and the percentage of foreign ownership.

Nationality/ies	Percentage Ownership
_____	_____%
_____	_____%
_____	_____%
_____	_____%

THANK YOU VERY MUCH!

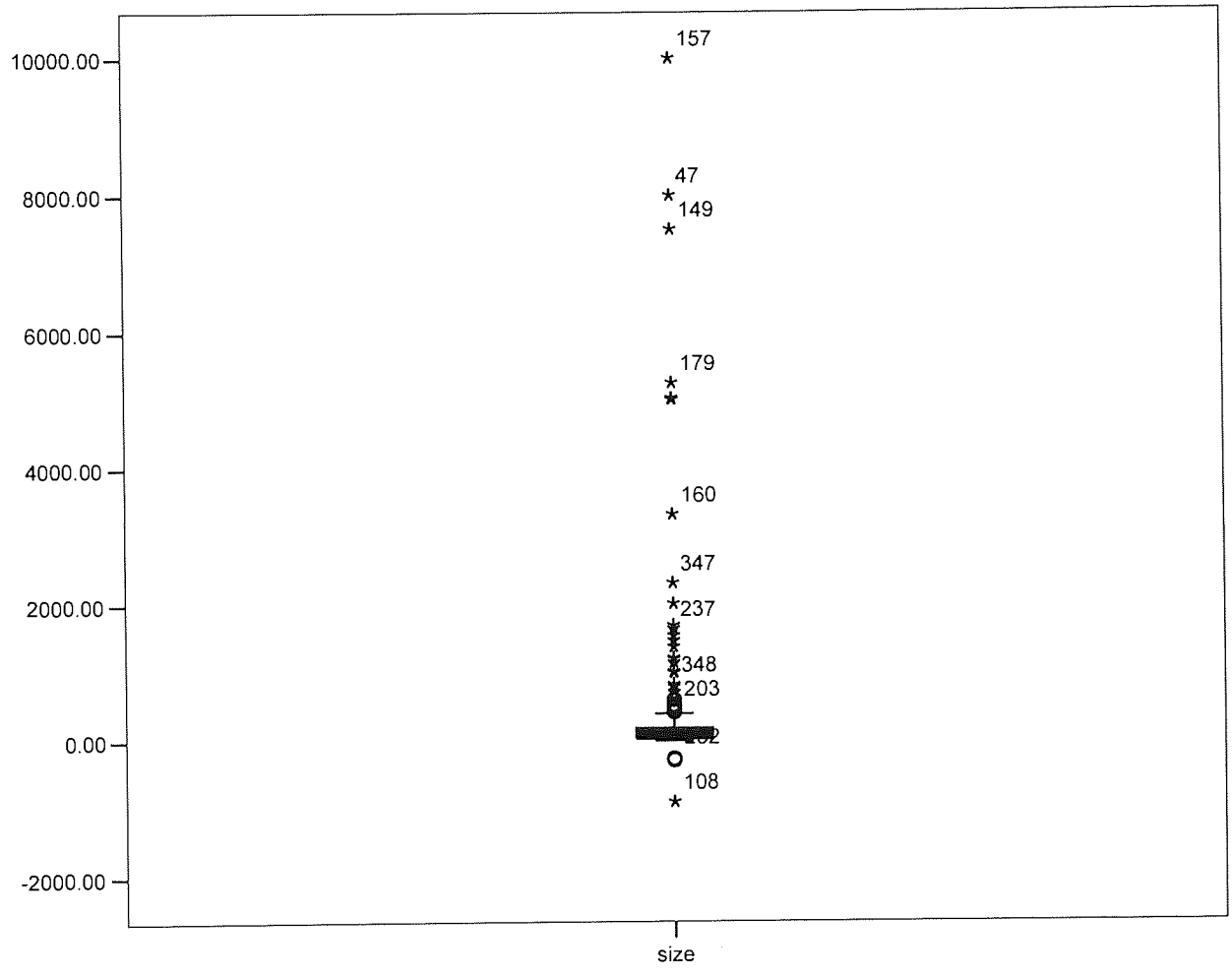
I shall be sending you a summary of the result of the study once it is available.

CHAPTER SIX

APPENDIX 6.1 Test of Outliers

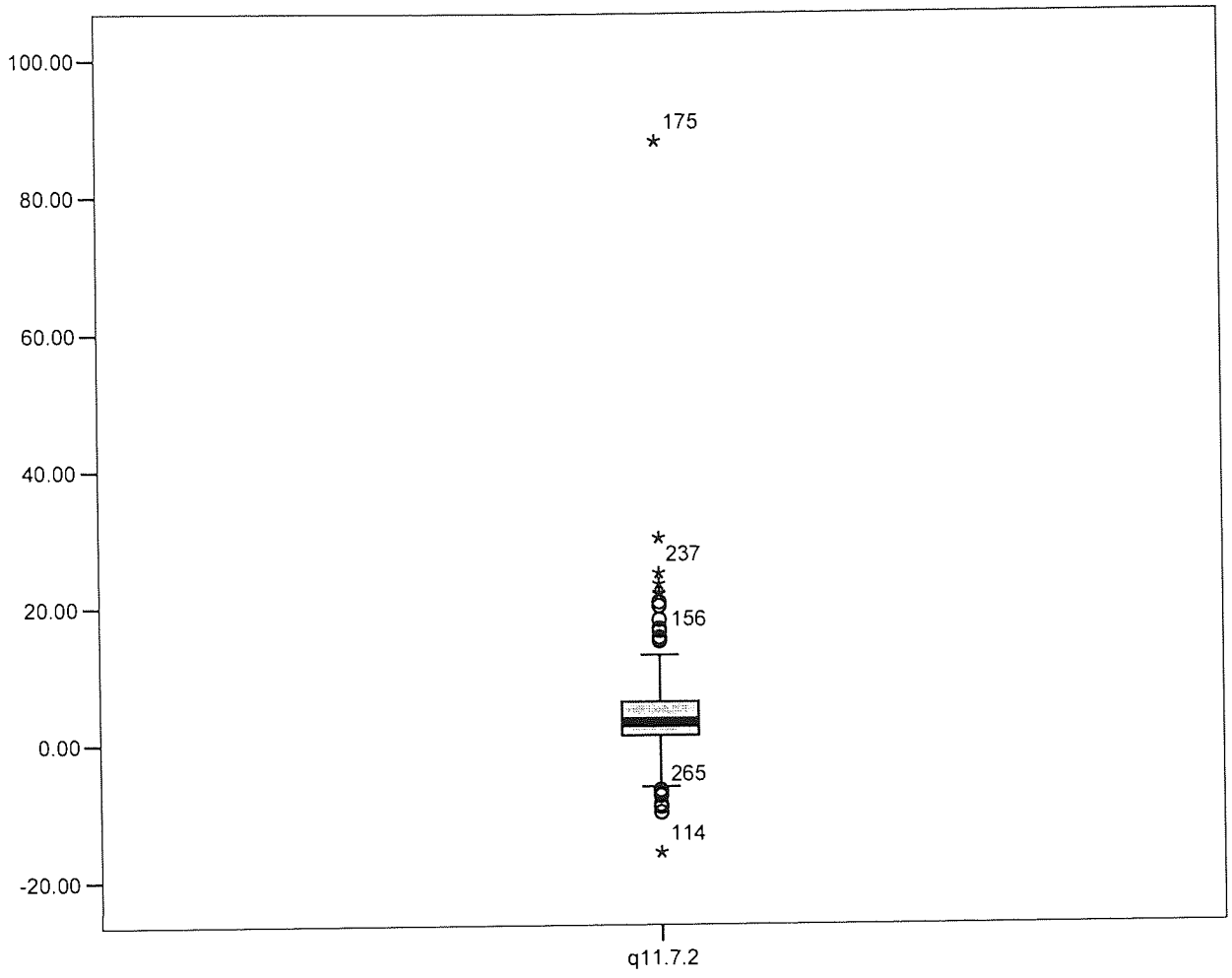
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
size	354	4.5%	7434	95.5%	7788	100.0%



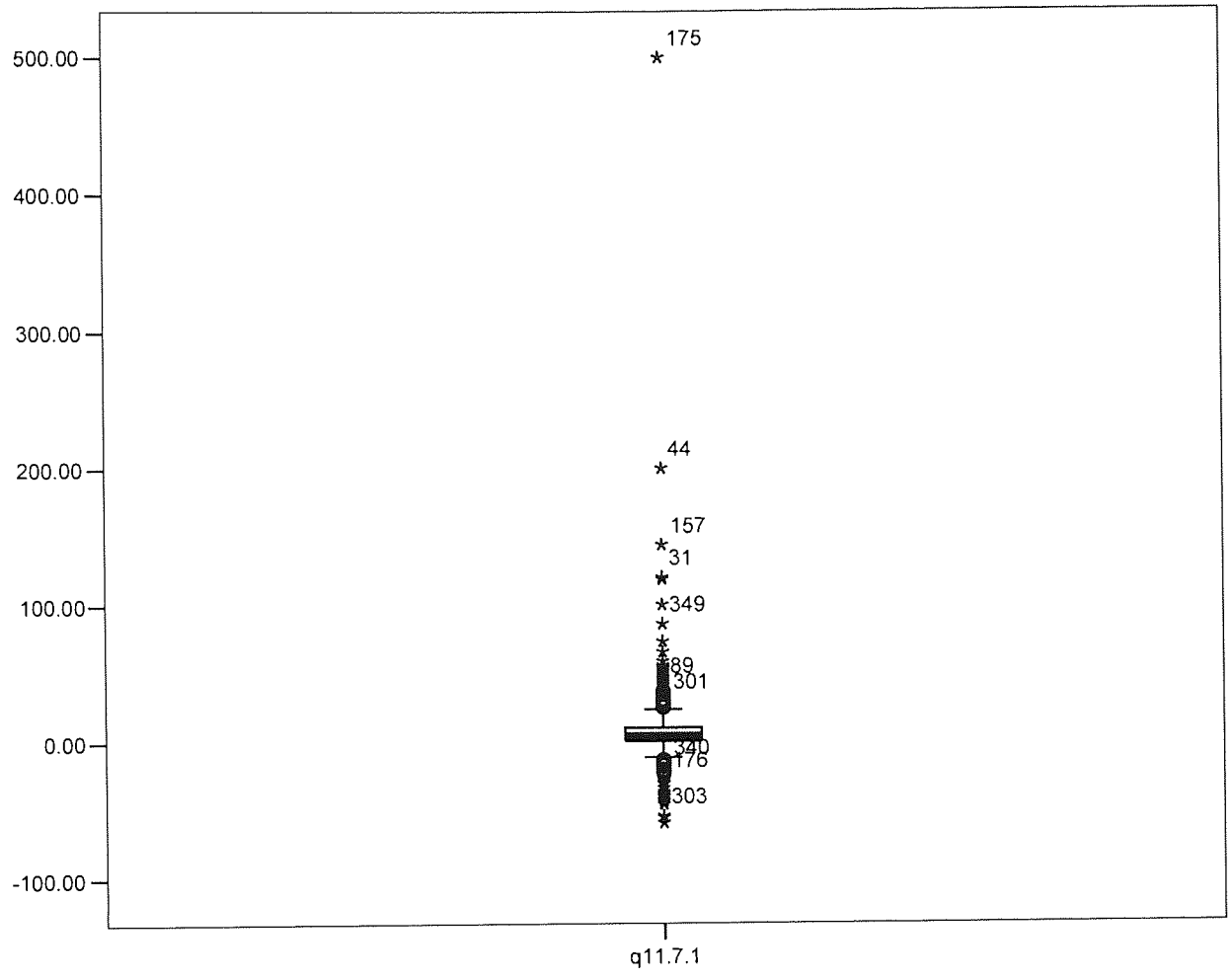
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
q11.7.2	354	4.5%	7434	95.5%	7788	100.0%



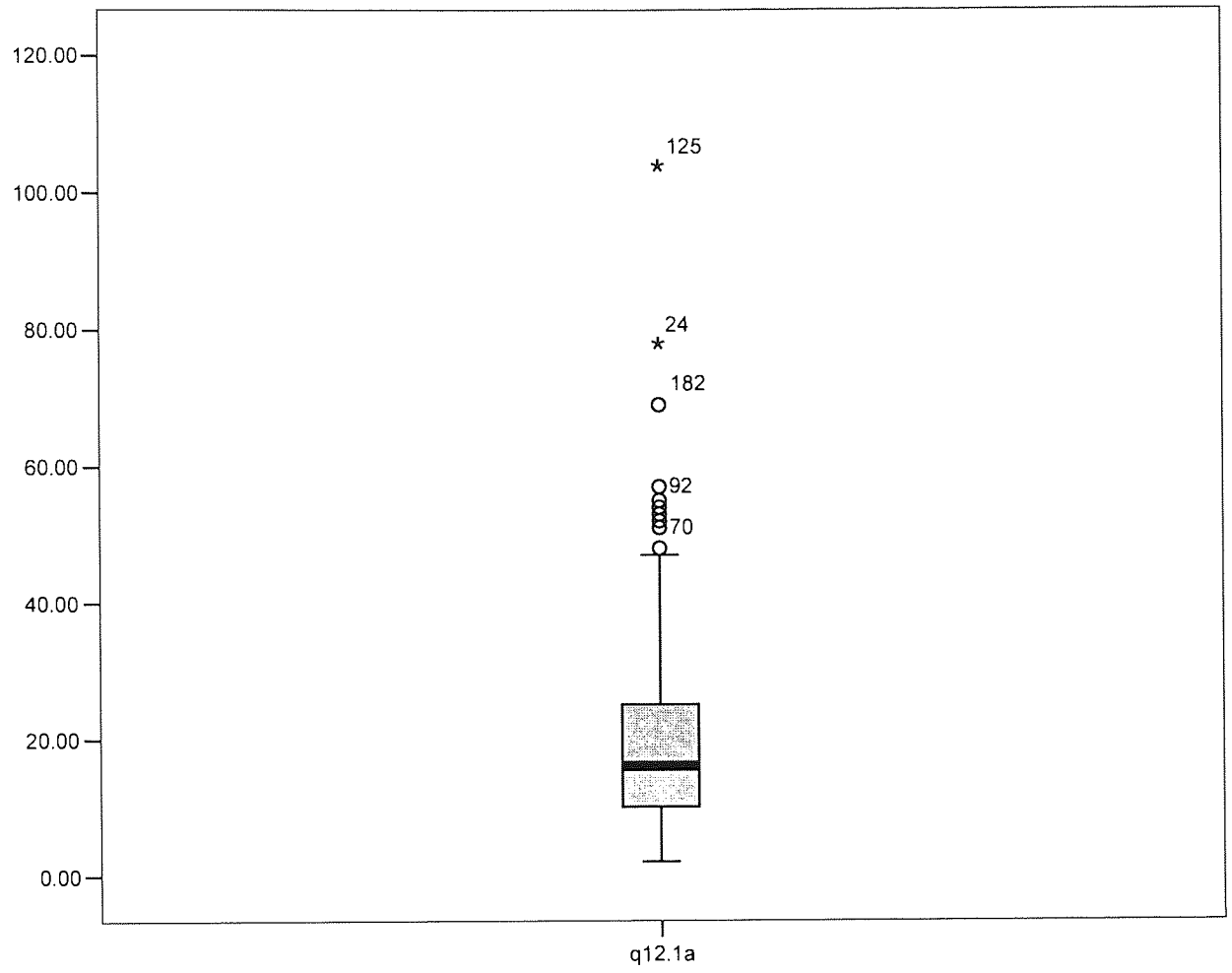
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
q11.7.1	354	4.5%	7434	95.5%	7788	100.0%



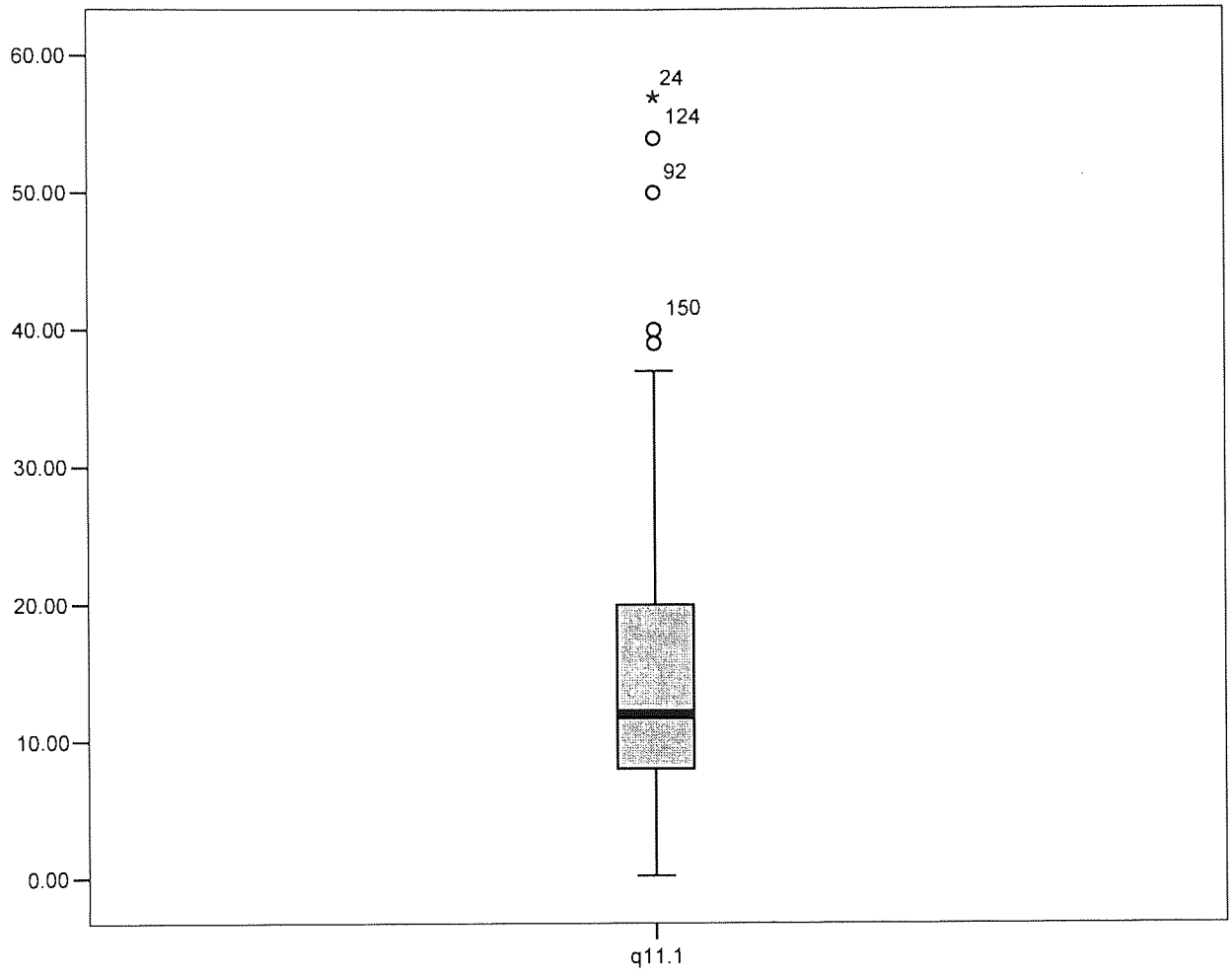
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
q12.1a	354	4.5%	7434	95.5%	7788	100.0%



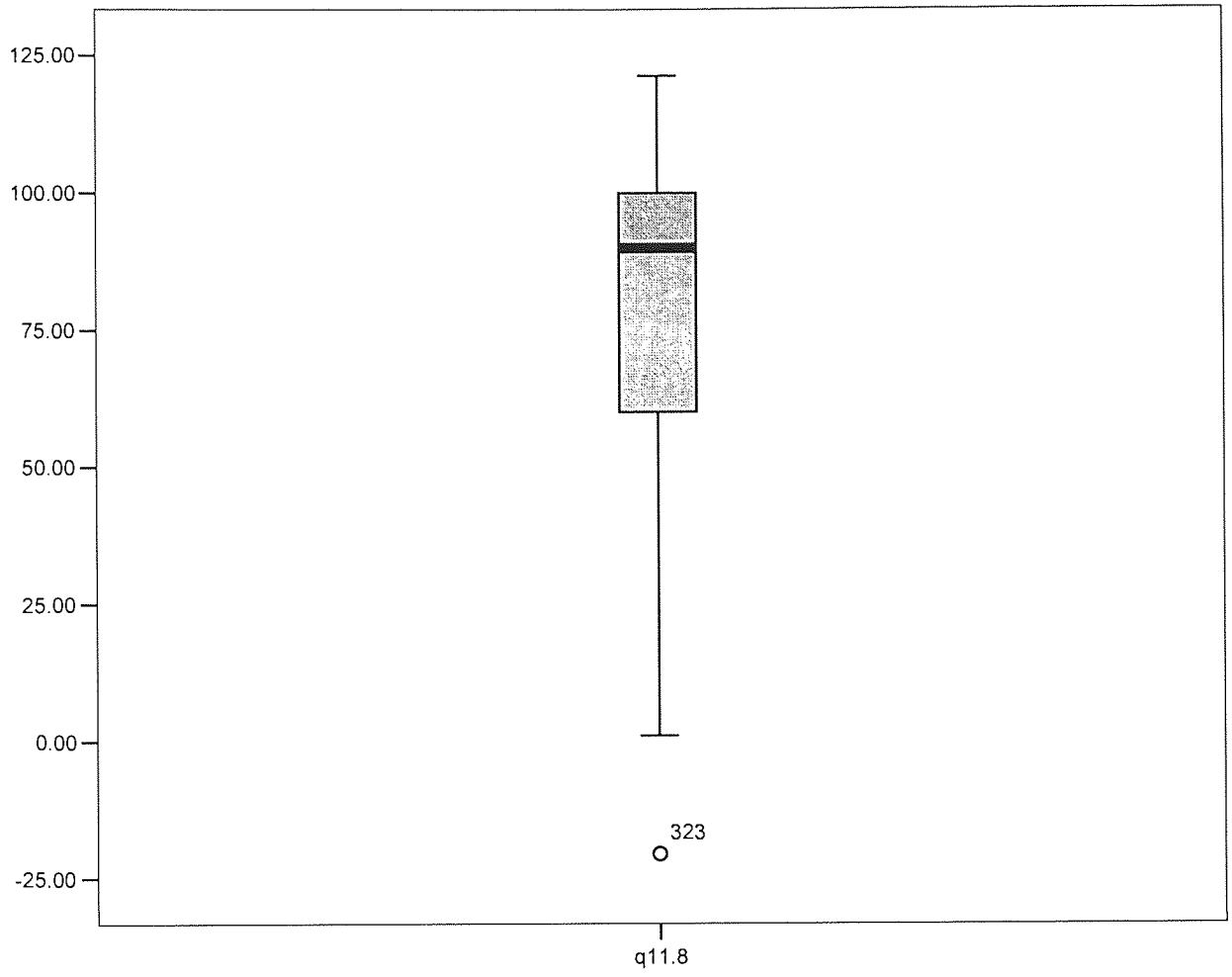
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
q11.1	354	4.5%	7434	95.5%	7788	100.0%



Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
q11.8	354	4.5%	7434	95.5%	7788	100.0%



Statistics

q11.8

N	Valid	354
	Missing	7434
Mean		75.1238
Median		90.0000
Mode		100.00
Std. Deviation		30.46813
Skewness		-1.097
Std. Error of Skewness		.130
Minimum		-20.62
Maximum		121.28

Appendix 6.2 Kolmogorov-Smirnov test

CHAPTER SEVEN

APPENDIX 7.1 Factor Analysis for Export Memory Quality

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
q7.1.1	354	2.00	7.00	4.3110	1.09463
q7.1.2	354	1.00	7.00	3.9766	1.28668
q7.1.3	354	2.00	7.00	4.4486	1.07354
q7.1.4	354	2.00	7.00	4.4038	1.07874
q7.1.5	354	1.00	7.00	4.4564	1.09435
q7.1.6	354	2.00	7.00	4.6620	1.03023
q7.1.7	354	1.00	7.00	4.3808	1.16774
q7.1.8	354	2.00	7.43	4.8739	1.02959
q7.1.9	354	2.00	7.00	4.9188	1.08262
q7.1.10	354	2.00	7.00	4.8445	1.00755
q7.1.11	354	2.00	7.00	4.6836	1.00014
q7.1.12	354	1.00	7.00	4.4926	1.08909
q7.1.13	354	2.00	7.17	4.6212	1.13643
q7.1.14	354	1.00	7.00	4.5272	1.24299
q7.2.1	354	1.00	7.00	4.2400	1.07752
q7.2.2	354	1.00	7.00	4.0719	1.16287
q7.2.3	354	2.00	7.00	4.3835	1.06541
q7.2.4	354	2.00	7.00	4.3435	1.10307
q7.2.5	354	1.00	7.05	4.3147	1.10933
q7.2.6	354	1.00	7.00	4.4343	1.10697
q7.2.7	354	2.00	7.12	4.6272	1.12935
q7.2.8	354	2.00	7.00	4.6819	1.07160
q7.2.9	354	2.00	7.17	4.6394	1.04261
q7.2.10	354	2.00	7.20	4.4929	1.06115
q7.2.11	354	1.00	7.00	4.3568	1.03052
q7.2.12	354	2.00	7.23	4.4667	1.15876
q7.2.13	354	2.00	7.21	4.4035	1.16498
q7.3.1	354	2.00	7.00	4.7339	1.07225
q7.3.2	354	1.00	7.00	4.5904	1.15339
q7.3.3	354	1.00	7.00	4.5530	1.12223
q7.3.4	354	2.00	7.00	4.7441	1.04385
q7.3.5	354	2.00	7.00	4.7404	1.04963
q7.3.6	354	1.00	7.00	4.7840	1.03367
q7.3.7	354	2.00	7.00	4.8153	1.00337
q7.3.8	354	2.00	7.00	4.6860	1.10607
q7.3.9	354	1.00	7.00	4.7912	1.12257
q7.3.10	354	2.00	7.00	4.9371	1.05403
q7.3.11	354	2.00	7.00	4.9173	1.00060

q7.3.12	354	2.00	7.00	4.8555	1.01139
q7.3.13	354	1.00	7.00	4.7482	1.06927
q7.3.14	354	2.00	7.00	4.7724	1.15638
q7.3.15	354	2.00	7.00	4.6644	1.12812
q7.4.1	354	2.00	7.00	4.7030	1.12150
q7.4.2	354	1.00	7.00	4.5316	1.21785
q7.4.3	354	1.69	7.00	4.5220	1.15886
q7.4.4	354	2.00	7.00	4.5062	1.14337
q7.4.5	354	2.00	7.00	4.7139	1.11295
q7.4.6	354	1.00	7.00	4.6908	1.12511
q7.4.7	354	2.00	7.00	4.6804	1.12624
q7.4.8	354	1.00	7.00	4.7790	1.14049
q7.4.9	354	1.00	7.00	4.5811	1.19320
q7.4.10	354	2.00	7.00	4.7212	1.12607
q7.4.11	354	2.00	7.00	4.8827	1.10219
q7.4.12	354	1.00	7.00	4.8220	1.14655
q7.4.13	354	1.00	7.00	4.8245	1.12252
q7.4.14	354	1.00	7.00	4.6627	1.12596
q7.4.15	354	2.00	7.00	4.6829	1.18043
q7.4.16	354	2.00	7.00	4.6344	1.18756
q7.5.1	354	1.00	7.00	4.5062	1.07326
q7.5.2	354	1.00	7.00	4.3640	1.12898
q7.5.3	354	2.00	7.00	4.5050	1.08816
q7.5.4	354	2.00	7.00	4.4832	1.06047
q7.5.5	354	1.00	7.00	4.4898	1.13797
q7.5.6	354	1.00	7.00	4.3979	1.16156
q7.5.7	354	1.00	7.00	4.3904	1.14326
q7.5.8	354	1.00	7.00	4.3849	1.15945
q7.5.9	354	.17	7.00	4.6436	1.12455
q7.5.10	354	2.00	7.00	4.6123	1.06256
q7.5.11	354	2.00	7.00	4.6994	1.10665
q7.5.12	354	2.00	7.00	4.6810	1.09821
q7.5.13	354	1.00	7.00	4.5782	1.12900
q7.5.14	354	.64	7.00	4.5145	1.16238
q7.6.1	354	.73	7.00	4.1434	1.06207
q7.6.2	354	-.01	7.00	3.9627	1.10335
q7.6.3	354	1.00	7.00	4.1676	1.06680
q7.6.4	354	1.00	7.00	4.1850	1.08131
q7.6.5	354	1.00	7.00	4.1156	1.10149
q7.6.6	354	1.00	7.00	4.1366	1.11830
q7.6.7	354	1.00	7.00	4.1227	1.11037
q7.6.8	354	2.00	7.00	4.1417	1.11430
q7.6.9	354	2.00	7.00	4.3274	1.05979
q7.6.10	354	1.00	7.00	4.2786	1.09144
q7.6.11	354	1.00	8.23	4.3862	1.12768
q7.6.12	354	1.00	8.32	4.3183	1.13598
q7.6.13	354	1.00	7.00	4.1730	1.12972

q7.6.14	354	1.00	7.00	4.1582	1.10345
q7.7.1	354	1.00	7.00	4.7261	1.14853
q7.7.2	354	1.00	7.00	4.7199	1.16802
q7.7.3	354	1.00	7.11	4.8617	1.08582
q7.7.4	354	1.00	7.21	4.8415	1.10192
q7.7.5	354	1.00	7.00	4.8751	1.15846
q7.7.6	354	1.00	7.00	4.8430	1.14181
q7.7.7	354	1.00	7.50	4.6651	1.21306
q7.8.1	354	2.00	7.00	4.4041	1.04522
q7.8.2	354	2.00	7.00	4.3739	1.03866
q7.8.3	354	2.00	7.00	4.4673	1.02882
q7.8.4	354	2.00	7.00	4.3870	1.12817
q7.8.5	354	2.00	7.00	4.4831	1.08879
q7.8.6	354	2.00	7.00	4.5717	1.03989
q7.8.7	354	1.00	7.00	4.5084	1.07557
q7.8.8	354	2.00	7.00	4.4259	1.11119
q7.8.9	354	2.00	7.11	4.4348	1.12970
q7.8.10	354	1.00	7.00	4.3561	1.15675
q7.9.1	354	1.00	7.00	4.7465	1.08261
q7.9.2	354	1.00	7.00	4.4934	1.21153
q7.9.3	354	1.00	7.00	4.6833	1.09964
q7.9.4	354	1.00	7.00	4.6379	1.11804
q7.9.5	354	1.00	7.00	4.6195	1.18227
q7.9.6	354	1.00	7.00	4.5673	1.18900
q7.9.7	354	.73	7.00	4.5052	1.19731
q7.9.8	354	1.00	7.00	4.5388	1.18339
q7.9.9	354	1.00	7.00	4.8295	1.11503
q7.9.10	354	1.00	7.00	4.8212	1.12478
q7.9.11	354	1.00	7.00	4.8624	1.12349
q7.9.12	354	1.00	7.00	4.8066	1.12329
q7.9.13	354	1.00	7.00	4.7297	1.15272
q7.9.14	354	1.00	7.18	4.6377	1.18678
q7.10.1	354	1.00	7.00	4.3867	1.04906
q7.10.2	354	.14	7.00	4.1694	1.14418
q7.10.3	354	1.00	7.00	4.3649	1.08068
q7.10.4	354	1.00	7.00	4.3439	1.10883
q7.10.5	354	1.00	7.00	4.3018	1.13609
q7.10.6	354	1.00	7.00	4.3122	1.17052
q7.10.7	354	.92	7.00	4.2930	1.13155
q7.10.8	354	1.00	7.00	4.2566	1.19140
q7.10.9	354	1.00	7.00	4.5202	1.09263
q7.10.10	354	1.00	7.00	4.4624	1.13524
q7.10.11	354	1.00	7.00	4.4900	1.12632
q7.10.12	354	1.00	7.00	4.4439	1.12541
q7.10.13	354	1.00	8.99	4.3645	1.14611
q7.10.14	354	1.00	8.12	4.3362	1.15977
q7.11.1	354	1.00	7.00	4.9531	1.04625

q7.11.2	354	-.26	7.00	4.7256	1.16190
q7.11.3	354	2.00	7.00	4.9462	1.00867
q7.11.4	354	2.00	7.00	4.8344	1.11935
q7.11.5	354	2.00	7.00	5.0072	1.08695
q7.11.6	354	2.00	7.00	5.0824	1.04719
q7.11.7	354	2.00	7.00	5.0997	1.01937
q7.11.8	354	2.00	7.00	5.0688	1.07241
q7.11.9	354	2.00	7.00	4.9607	1.01596
q7.11.10	354	2.00	7.00	4.9916	1.10101
q7.11.11	354	2.00	7.07	4.8548	1.12948
q7.12.1	354	1.00	7.00	4.3096	1.18989
q7.12.2	354	1.00	7.00	4.1122	1.25551
q7.12.3	354	1.00	7.00	4.0995	1.22946
q7.12.4	354	1.00	7.00	4.2841	1.17983
q7.12.5	354	1.00	7.00	4.2770	1.18071
q7.12.6	354	1.00	7.00	4.3736	1.20187
q7.12.7	354	1.00	7.44	4.3904	1.21207
q7.12.8	354	1.00	8.24	4.1591	1.24189
q7.12.9	354	1.00	7.00	4.4047	1.19899
q7.12.10	354	1.00	7.00	4.5041	1.20258
q7.12.11	354	1.00	7.00	4.4554	1.15110
q7.12.12	354	1.00	7.26	4.4249	1.23444
q7.12.13	354	1.00	7.00	4.2788	1.13780
q7.12.14	354	1.00	7.00	4.3152	1.18855
q7.12.15	354	1.00	7.00	4.1836	1.24513
Valid N (listwise)	354				

ANOVA

QualREP

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	194.560	11	17.687	17.627	.000
Within Groups	4250.446	4236	1.003		
Total	4445.007	4247			

Correlations

		TAVE.7	qval
TAVE.7	Pearson Correlation	1	.961**
	Sig. (2-tailed)		.000
	N	354	354
qval	Pearson Correlation	.961**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Communalities

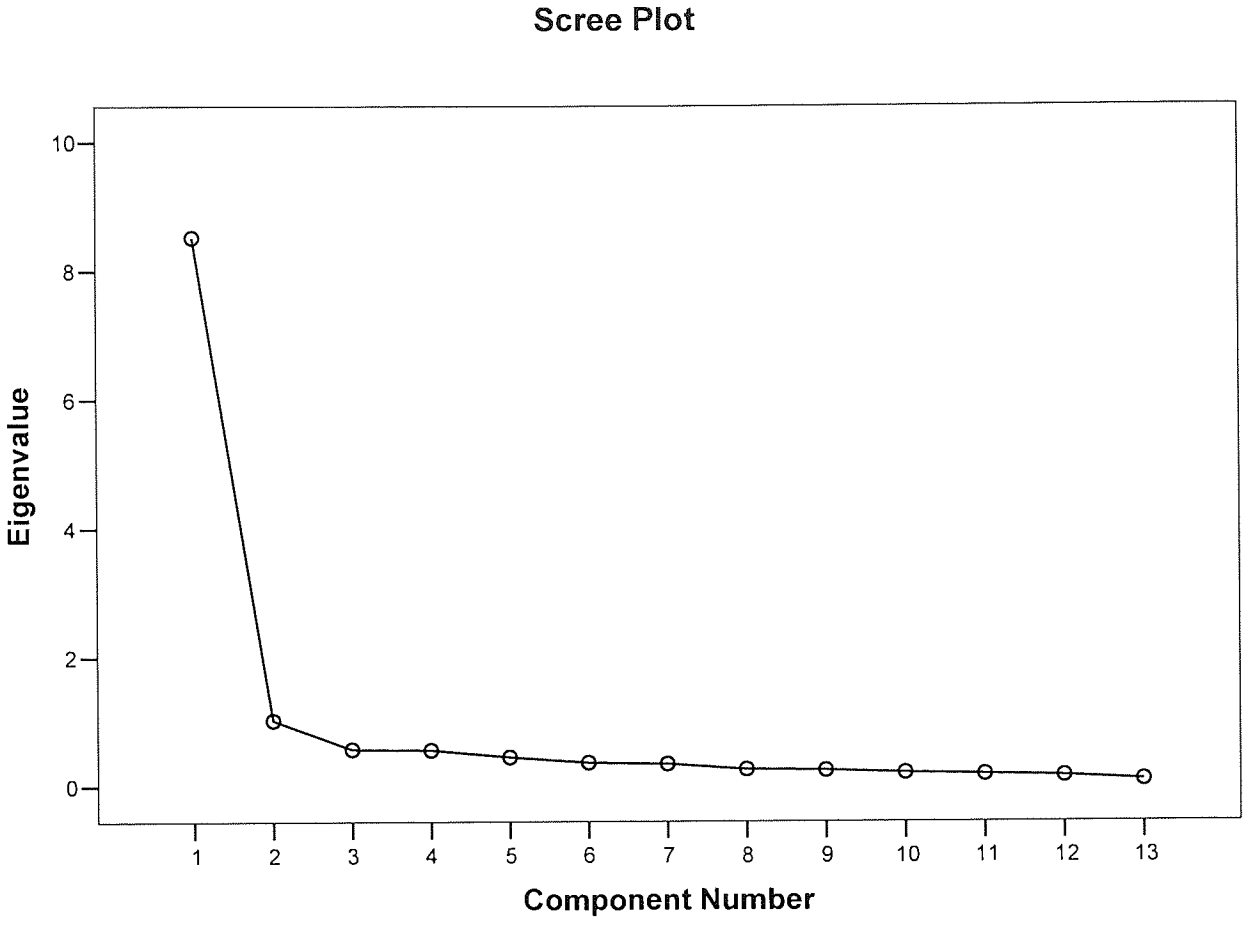
	Initial	Extraction
q7.1.1	1.000	.683
q7.1.2	1.000	.775
q7.1.3	1.000	.788
q7.1.4	1.000	.814
q7.1.5	1.000	.683
q7.1.6	1.000	.703
q7.1.7	1.000	.688
q7.1.8	1.000	.799
q7.1.9	1.000	.707
q7.1.10	1.000	.816
q7.1.11	1.000	.729
q7.1.12	1.000	.662
q7.1.14	1.000	.703

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			ction Sums of Squared Loa			tion Sums of Squared Loac		
Compor	Total	of Varian	umulative	Total	of Varian	umulative	Total	of Varian	umulative
1	8.523	65.565	65.565	8.523	65.565	65.565	4.857	37.364	37.364
2	1.028	7.906	73.471	1.028	7.906	73.471	4.694	36.107	73.471
3	.576	4.432	77.903						
4	.563	4.327	82.230						
5	.452	3.475	85.705						
6	.364	2.799	88.503						
7	.344	2.650	91.153						
8	.260	1.997	93.150						
9	.246	1.894	95.044						
10	.206	1.588	96.632						
11	.183	1.410	98.042						
12	.158	1.217	99.259						
13	.096	.741	100.000						

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component	
	1	2
q7.1.1	.794	.228
q7.1.2	.791	.387
q7.1.3	.805	.374
q7.1.4	.826	.362
q7.1.5	.789	.245
q7.1.6	.813	-.205
q7.1.7	.820	-.127
q7.1.8	.810	-.379
q7.1.9	.772	-.332
q7.1.10	.811	-.397
q7.1.11	.839	-.156
q7.1.12	.814	-.015
q7.1.14	.838	.022

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Rotated Component Matrix[a]

	Component	
	1	2
q7.1.1	.408	.719
q7.1.2	.295	.829
q7.1.3	.314	.830
q7.1.4	.337	.837
q7.1.5	.393	.727
q7.1.6	.724	.422
q7.1.7	.675	.483
q7.1.8	.844	.295
q7.1.9	.785	.303
q7.1.10	.858	.283
q7.1.11	.709	.476
q7.1.12	.592	.559
q7.1.14	.584	.602

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.715	.699
2	-.699	.715

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q7.2.1	1.000	.709
q7.2.2	1.000	.723
q7.2.3	1.000	.760
q7.2.4	1.000	.757
q7.2.5	1.000	.770
q7.2.6	1.000	.801
q7.2.7	1.000	.716
q7.2.8	1.000	.692
q7.2.9	1.000	.759
q7.2.10	1.000	.807
q7.2.11	1.000	.749
q7.2.13	1.000	.722

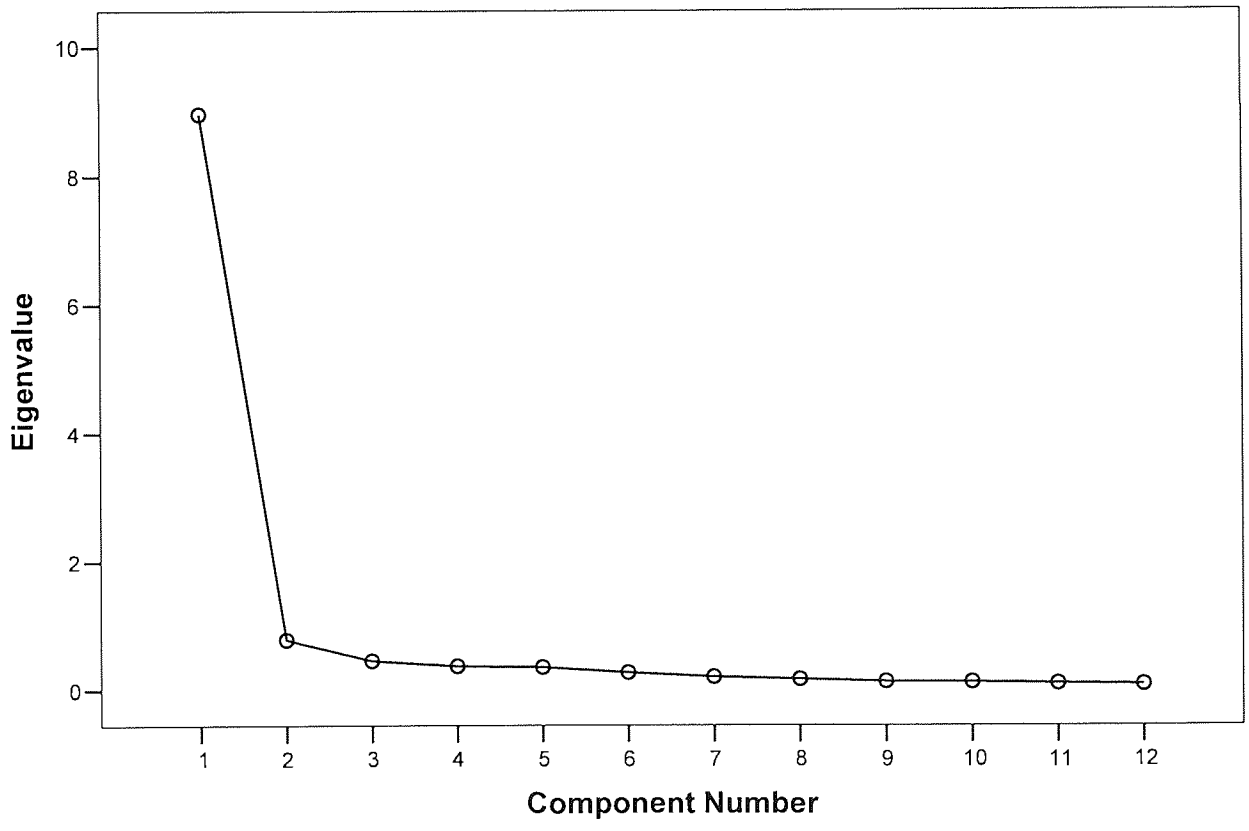
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.966	74.719	74.719	8.966	74.719	74.719
2	.784	6.533	81.252			
3	.455	3.791	85.043			
4	.371	3.094	88.138			
5	.353	2.939	91.077			
6	.270	2.249	93.326			
7	.202	1.686	95.013			
8	.166	1.382	96.394			
9	.128	1.065	97.459			
10	.122	1.013	98.472			
11	.099	.829	99.301			
12	.084	.699	100.000			

Extraction Method: Principal Component Analysis.

Scree Plot



Component Matrix[a]

	Component
	1
q7.2.1	.842
q7.2.2	.850
q7.2.3	.872
q7.2.4	.870
q7.2.5	.878
q7.2.6	.895
q7.2.7	.846
q7.2.8	.832
q7.2.9	.871
q7.2.10	.898
q7.2.11	.866
q7.2.13	.850

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

	Initial	Extraction
q7.3.1	1.000	.756
q7.3.2	1.000	.754
q7.3.3	1.000	.790
q7.3.4	1.000	.768
q7.3.5	1.000	.793
q7.3.6	1.000	.758
q7.3.7	1.000	.795
q7.3.8	1.000	.765
q7.3.9	1.000	.765
q7.3.10	1.000	.779
q7.3.11	1.000	.793
q7.3.12	1.000	.788
q7.3.13	1.000	.774
q7.3.15	1.000	.768

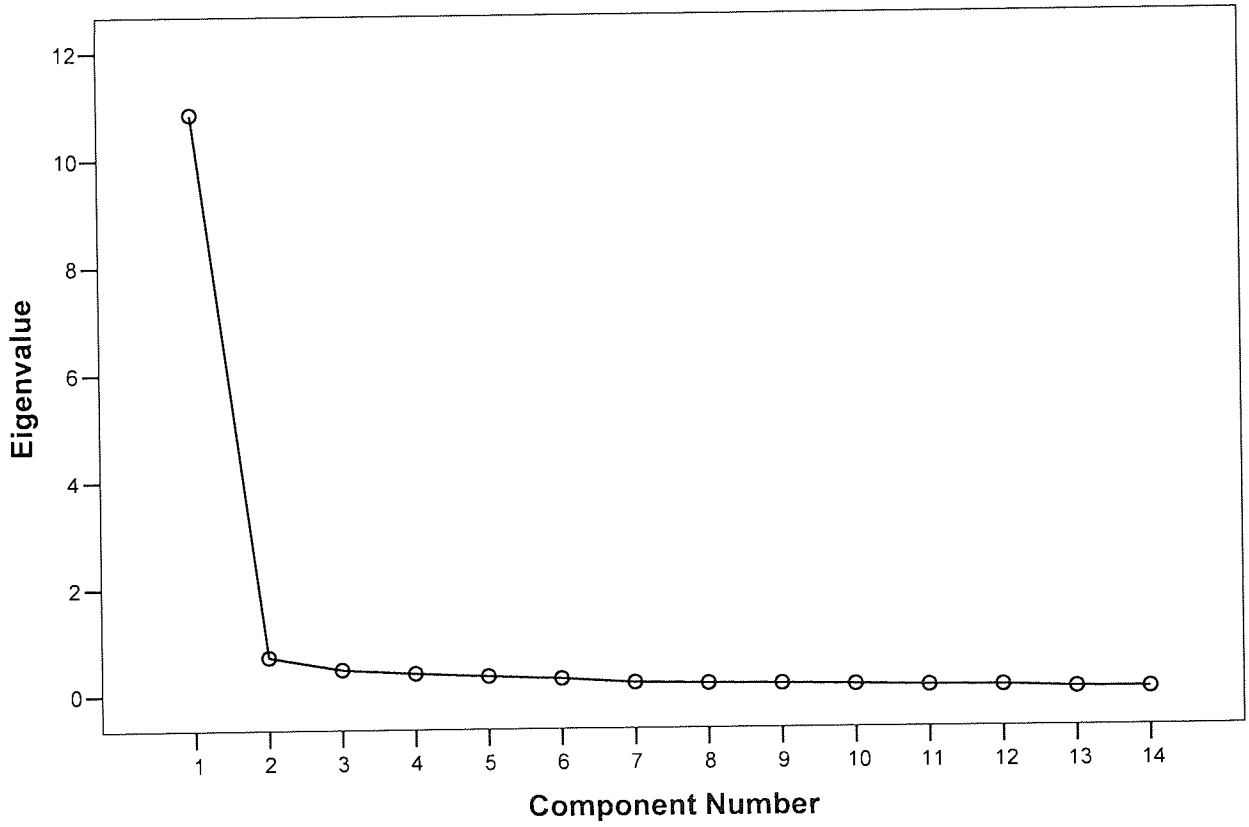
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.848	77.489	77.489	10.848	77.489	77.489
2	.711	5.076	82.565			
3	.470	3.356	85.921			
4	.391	2.795	88.716			
5	.331	2.368	91.084			
6	.277	1.980	93.064			
7	.194	1.388	94.452			
8	.172	1.225	95.677			
9	.158	1.129	96.806			
10	.134	.957	97.764			
11	.107	.765	98.529			
12	.101	.723	99.252			
13	.058	.414	99.666			
14	.047	.334	100.000			

Extraction Method: Principal Component Analysis.

Scree Plot



Component Matrix[a]

	Component
	1
q7.3.1	.870
q7.3.2	.868
q7.3.3	.889
q7.3.4	.877
q7.3.5	.891
q7.3.6	.871
q7.3.7	.892
q7.3.8	.875
q7.3.9	.875
q7.3.10	.883
q7.3.11	.891
q7.3.12	.888
q7.3.13	.880
q7.3.15	.876

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

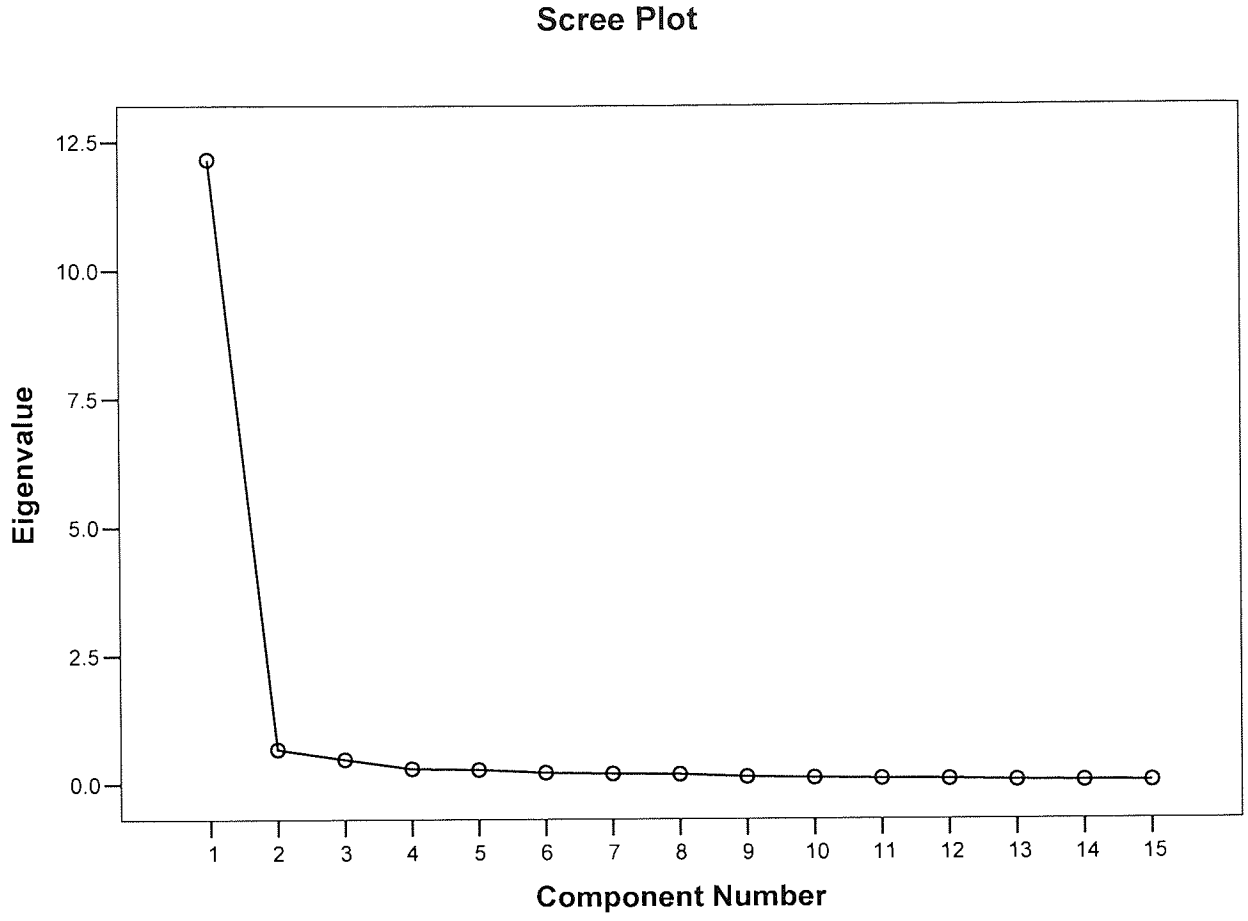
	Initial	Extraction
q7.4.1	1.000	.793
q7.4.2	1.000	.787
q7.4.3	1.000	.829
q7.4.4	1.000	.837
q7.4.5	1.000	.851
q7.4.6	1.000	.848
q7.4.7	1.000	.846
q7.4.8	1.000	.850
q7.4.9	1.000	.790
q7.4.10	1.000	.773
q7.4.11	1.000	.807
q7.4.12	1.000	.808
q7.4.13	1.000	.817
q7.4.14	1.000	.773
q7.4.16	1.000	.749

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.157	81.050	81.050	12.157	81.050	81.050
2	.674	4.491	85.541			
3	.476	3.174	88.715			
4	.292	1.947	90.662			
5	.273	1.822	92.484			
6	.213	1.418	93.902			
7	.189	1.262	95.163			
8	.178	1.187	96.350			
9	.129	.860	97.210			
10	.105	.702	97.912			
11	.091	.606	98.517			
12	.079	.524	99.042			
13	.057	.377	99.419			
14	.046	.306	99.725			
15	.041	.275	100.000			

Extraction Method: Principal Component Analysis.


Scree Plot
Eigenvalue
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5.0
2.5
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15
Component Number

Component Matrix[a]

	Component
	1
q7.4.1	.891
q7.4.2	.887
q7.4.3	.911
q7.4.4	.915
q7.4.5	.922
q7.4.6	.921
q7.4.7	.920
q7.4.8	.922
q7.4.9	.889
q7.4.10	.879
q7.4.11	.898
q7.4.12	.899
q7.4.13	.904
q7.4.14	.879
q7.4.16	.865

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

	Initial	Extraction
q7.5.1	1.000	.768
q7.5.2	1.000	.814
q7.5.3	1.000	.852
q7.5.4	1.000	.842
q7.5.5	1.000	.825
q7.5.6	1.000	.803
q7.5.7	1.000	.818
q7.5.8	1.000	.835
q7.5.9	1.000	.748
q7.5.10	1.000	.847
q7.5.11	1.000	.846
q7.5.12	1.000	.837
q7.5.13	1.000	.839

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.675	82.112	82.112	10.675	82.112	82.112
2	.569	4.378	86.490			
3	.446	3.428	89.917			
4	.276	2.120	92.038			
5	.217	1.667	93.704			
6	.184	1.413	95.118			
7	.148	1.140	96.258			
8	.128	.987	97.245			
9	.114	.874	98.119			
10	.088	.678	98.797			
11	.079	.605	99.402			
12	.045	.348	99.751			
13	.032	.249	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
q7.5.1	.876
q7.5.2	.902
q7.5.3	.923
q7.5.4	.918
q7.5.5	.908
q7.5.6	.896
q7.5.7	.905
q7.5.8	.914
q7.5.9	.865
q7.5.10	.920
q7.5.11	.920
q7.5.12	.915
q7.5.13	.916

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

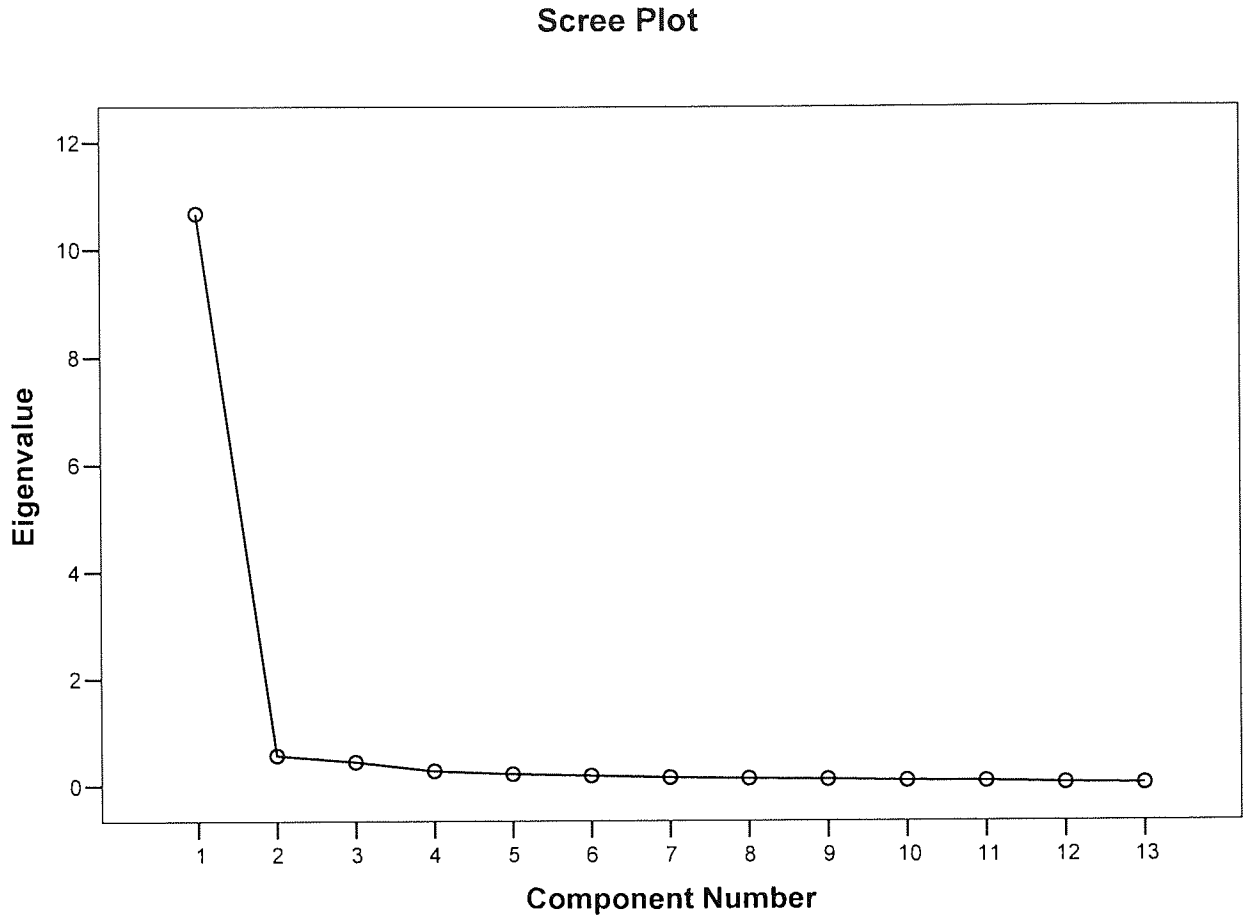
	Initial	Extraction
q7.6.1	1.000	.759
q7.6.2	1.000	.787
q7.6.3	1.000	.830
q7.6.4	1.000	.853
q7.6.5	1.000	.842
q7.6.6	1.000	.820
q7.6.7	1.000	.839
q7.6.8	1.000	.821
q7.6.9	1.000	.815
q7.6.10	1.000	.842
q7.6.11	1.000	.801
q7.6.12	1.000	.794
q7.6.13	1.000	.827

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.630	81.770	81.770	10.630	81.770	81.770
2	.736	5.662	87.432			
3	.360	2.769	90.200			
4	.293	2.251	92.451			
5	.215	1.654	94.104			
6	.161	1.241	95.345			
7	.142	1.089	96.435			
8	.123	.948	97.383			
9	.096	.736	98.119			
10	.087	.673	98.792			
11	.069	.534	99.326			
12	.046	.357	99.683			
13	.041	.317	100.000			

Extraction Method: Principal Component Analysis.


Scree Plot
Eigenvalue
12
10
8
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2
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11
12
13
Component Number

Component Matrix[a]

	Component
	1
q7.6.1	.871
q7.6.2	.887
q7.6.3	.911
q7.6.4	.924
q7.6.5	.918
q7.6.6	.906
q7.6.7	.916
q7.6.8	.906
q7.6.9	.903
q7.6.10	.918
q7.6.11	.895
q7.6.12	.891
q7.6.13	.910

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix[a]

a. Only one component was extracted. The solution cannot be rotated.

Communalities

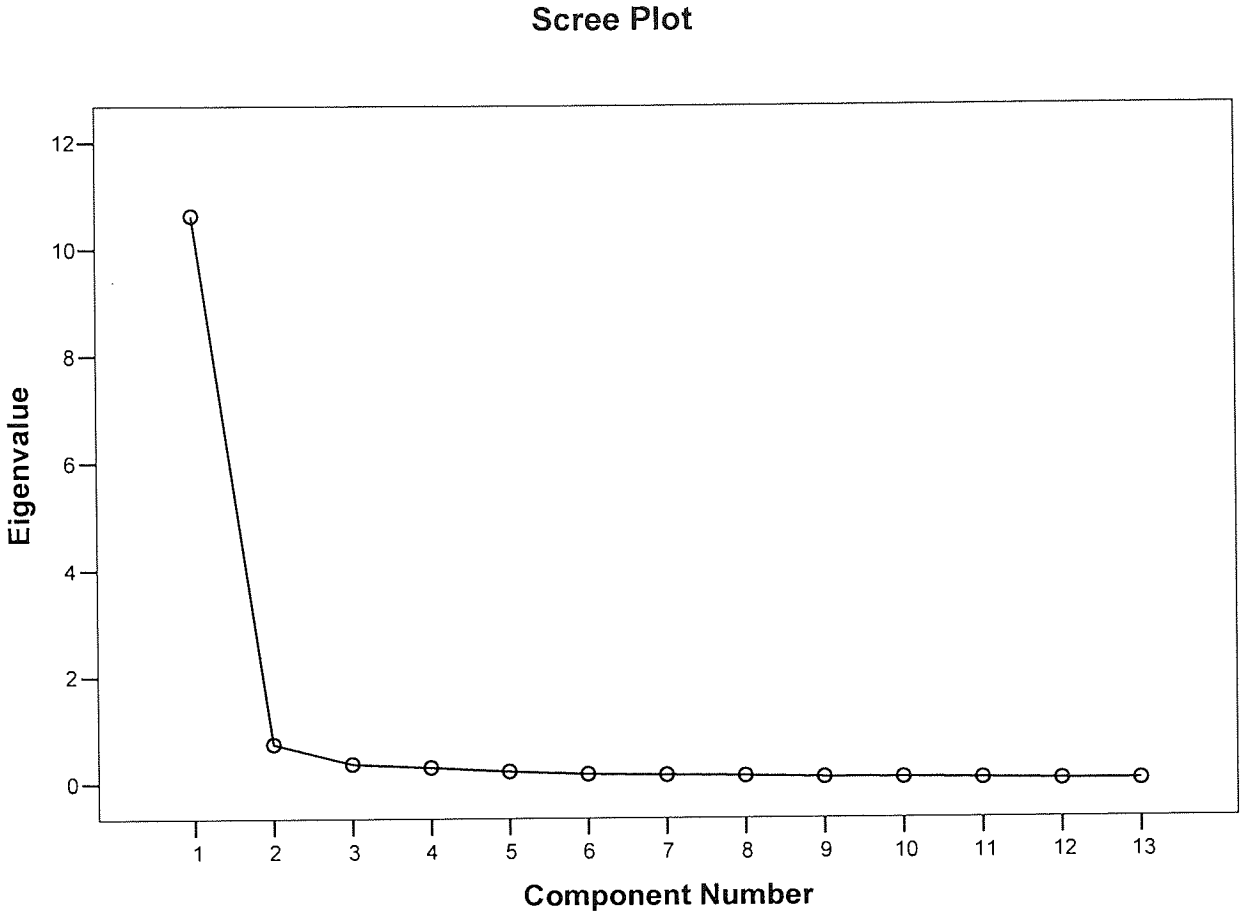
	Initial	Extraction
q7.7.1	1.000	.844
q7.7.2	1.000	.884
q7.7.3	1.000	.911
q7.7.4	1.000	.852
q7.7.5	1.000	.796
q7.7.7	1.000	.758

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.045	84.082	84.082	5.045	84.082	84.082
2	.317	5.285	89.367			
3	.277	4.610	93.977			
4	.218	3.638	97.615			
5	.089	1.487	99.102			
6	.054	.898	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component
	1
q7.7.1	.919
q7.7.2	.940
q7.7.3	.954
q7.7.4	.923
q7.7.5	.892
q7.7.7	.871

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

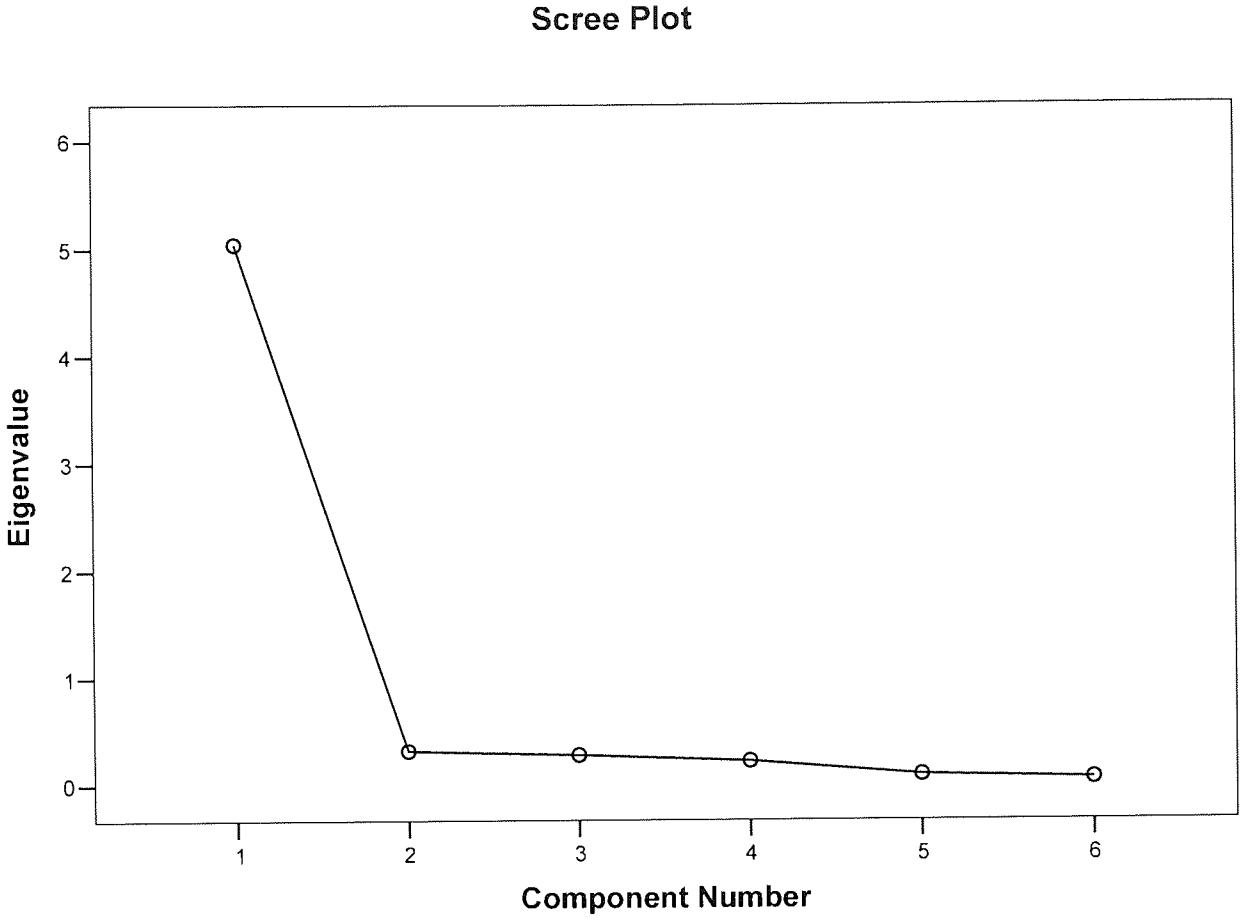
	Initial	Extraction
q7.8.1	1.000	.821
q7.8.2	1.000	.822
q7.8.3	1.000	.864
q7.8.4	1.000	.849
q7.8.5	1.000	.875
q7.8.6	1.000	.885
q7.8.7	1.000	.845
q7.8.8	1.000	.876
q7.8.10	1.000	.847

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.683	85.368	85.368	7.683	85.368	85.368
2	.346	3.843	89.212			
3	.219	2.433	91.645			
4	.184	2.040	93.685			
5	.146	1.621	95.306			
6	.134	1.488	96.793			
7	.127	1.415	98.209			
8	.090	.995	99.204			
9	.072	.796	100.000			

Extraction Method: Principal Component Analysis.



Component Matrix[a]

	Component
	1
q7.8.1	.906
q7.8.2	.907
q7.8.3	.929
q7.8.4	.921
q7.8.5	.935
q7.8.6	.941
q7.8.7	.920
q7.8.8	.936
q7.8.10	.920

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

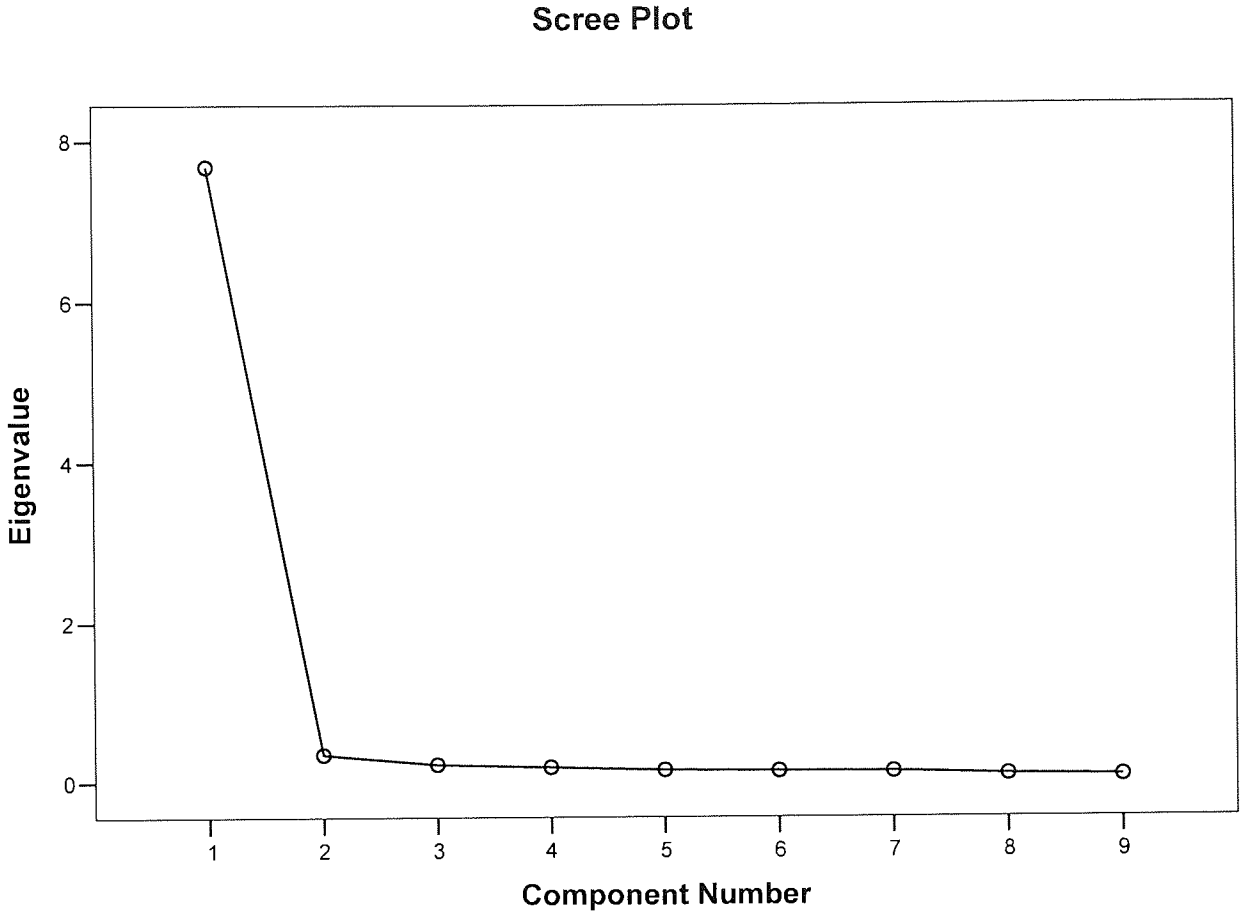
	Initial	Extraction
q7.9.1	1.000	.791
q7.9.2	1.000	.793
q7.9.3	1.000	.831
q7.9.4	1.000	.834
q7.9.5	1.000	.834
q7.9.6	1.000	.816
q7.9.7	1.000	.817
q7.9.8	1.000	.848
q7.9.9	1.000	.848
q7.9.10	1.000	.835
q7.9.11	1.000	.841
q7.9.12	1.000	.843
q7.9.13	1.000	.863

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.793	83.024	83.024	10.793	83.024	83.024
2	.568	4.366	87.391			
3	.379	2.915	90.306			
4	.235	1.809	92.115			
5	.208	1.597	93.712			
6	.166	1.279	94.991			
7	.140	1.074	96.065			
8	.134	1.035	97.099			
9	.117	.903	98.002			
10	.090	.692	98.693			
11	.078	.602	99.295			
12	.052	.401	99.696			
13	.039	.304	100.000			

Extraction Method: Principal Component Analysis.


Scree Plot
Eigenvalue
8
6
4
2
0
1
2
3
4
5
6
7
8
9
Component Number

Component Matrix[a]

	Component
	1
q7.9.1	.889
q7.9.2	.890
q7.9.3	.912
q7.9.4	.913
q7.9.5	.913
q7.9.6	.903
q7.9.7	.904
q7.9.8	.921
q7.9.9	.921
q7.9.10	.914
q7.9.11	.917
q7.9.12	.918
q7.9.13	.929

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

	Initial	Extraction
q7.10.1	1.000	.835
q7.10.2	1.000	.809
q7.10.3	1.000	.845
q7.10.4	1.000	.853
q7.10.5	1.000	.805
q7.10.6	1.000	.851
q7.10.7	1.000	.824
q7.10.8	1.000	.835
q7.10.9	1.000	.838
q7.10.10	1.000	.827
q7.10.11	1.000	.834
q7.10.12	1.000	.831
q7.10.13	1.000	.830

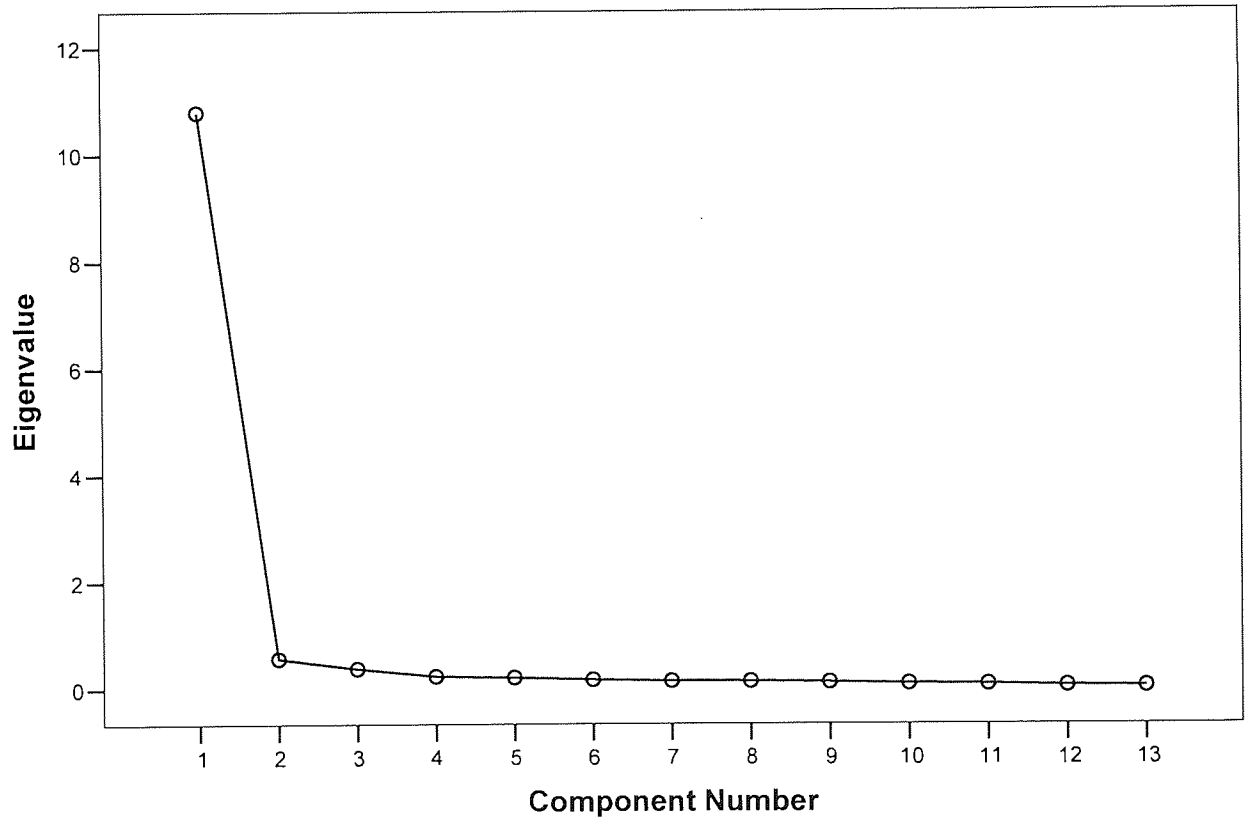
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.818	83.215	83.215	10.818	83.215	83.215
2	.670	5.152	88.367			
3	.337	2.589	90.956			
4	.227	1.743	92.699			
5	.182	1.399	94.098			
6	.166	1.278	95.376			
7	.148	1.139	96.515			
8	.112	.859	97.374			
9	.100	.769	98.143			
10	.082	.631	98.773			
11	.072	.554	99.327			
12	.050	.385	99.712			
13	.037	.288	100.000			

Extraction Method: Principal Component Analysis.

Scree Plot



Component Matrix[a]

	Component
	1
q7.10.1	.914
q7.10.2	.900
q7.10.3	.919
q7.10.4	.924
q7.10.5	.897
q7.10.6	.923
q7.10.7	.908
q7.10.8	.914
q7.10.9	.915
q7.10.10	.909
q7.10.11	.913
q7.10.12	.911
q7.10.13	.911

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

	Initial	Extraction
q7.11.1	1.000	.775
q7.11.2	1.000	.748
q7.11.3	1.000	.883
q7.11.4	1.000	.841
q7.11.5	1.000	.860
q7.11.6	1.000	.869
q7.11.7	1.000	.852
q7.11.8	1.000	.845
q7.11.9	1.000	.807
q7.11.11	1.000	.805

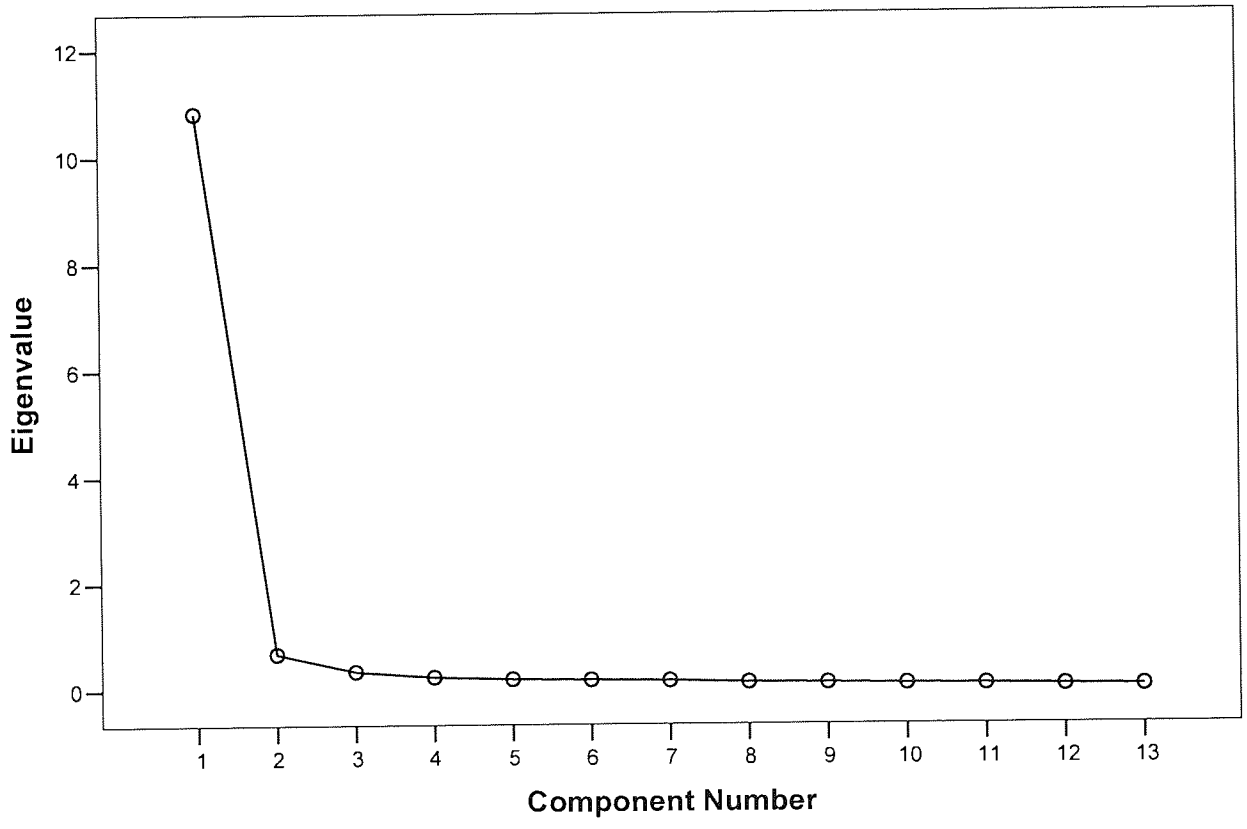
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.286	82.857	82.857	8.286	82.857	82.857
2	.582	5.817	88.674			
3	.289	2.890	91.564			
4	.192	1.922	93.486			
5	.144	1.443	94.929			
6	.126	1.258	96.187			
7	.119	1.190	97.377			
8	.107	1.073	98.451			
9	.083	.831	99.281			
10	.072	.719	100.000			

Extraction Method: Principal Component Analysis.

Scree Plot



Communalities

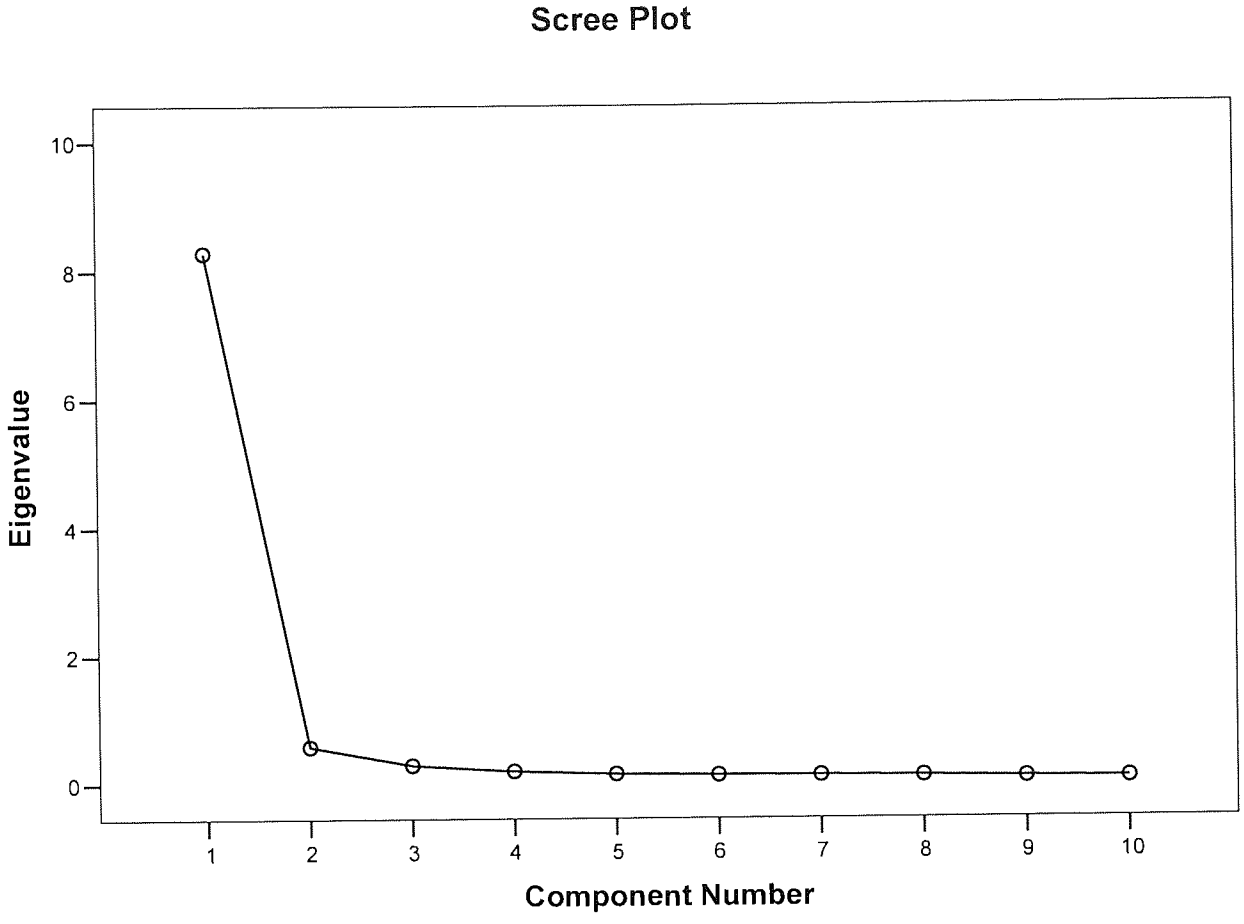
	Initial	Extraction
q7.12.1	1.000	.837
q7.12.2	1.000	.793
q7.12.3	1.000	.822
q7.12.4	1.000	.874
q7.12.5	1.000	.858
q7.12.6	1.000	.855
q7.12.7	1.000	.868
q7.12.8	1.000	.821
q7.12.9	1.000	.839
q7.12.10	1.000	.840
q7.12.11	1.000	.854
q7.12.12	1.000	.866
q7.12.13	1.000	.812
q7.12.15	1.000	.804

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.741	83.866	83.866	11.741	83.866	83.866
2	.548	3.912	87.777			
3	.339	2.423	90.200			
4	.313	2.234	92.435			
5	.228	1.631	94.066			
6	.174	1.241	95.306			
7	.123	.881	96.187			
8	.123	.876	97.063			
9	.111	.793	97.857			
10	.095	.677	98.533			
11	.068	.489	99.022			
12	.067	.476	99.498			
13	.047	.335	99.832			
14	.023	.168	100.000			

Extraction Method: Principal Component Analysis.


Scree Plot
Eigenvalue
10
8
6
4
2
0
1
2
3
4
5
6
7
8
9
10
Component Number

Component Matrix[a]

	Component
	1
q7.12.1	.915
q7.12.2	.891
q7.12.3	.907
q7.12.4	.935
q7.12.5	.926
q7.12.6	.924
q7.12.7	.932
q7.12.8	.906
q7.12.9	.916
q7.12.10	.916
q7.12.11	.924
q7.12.12	.930
q7.12.13	.901
q7.12.15	.897

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix[a]

a. Only one component was extracted. The solution cannot be rotated.

APPENDIX 7.2 Correlation Between the Averaged Quality of Each Repository and Its Corresponding Validating Item

Correlations

		AVE7.1	q7.1.13
AVE7.1	Pearson Correlation	1	.807**
	Sig. (2-tailed)		.000
	N	354	354
q7.1.13	Pearson Correlation	.807**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

* Correlation is significant at the 0.01 level (2-tailed).

Correlations

		q7.2.12	AVE7.2
q7.2.12	Pearson Correlation	1	.865**
	Sig. (2-tailed)		.000
	N	354	354
AVE7.2	Pearson Correlation	.865**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

		AVE7.3	q7.3.14
AVE7.3	Pearson Correlation	1	.892**
	Sig. (2-tailed)		.000
	N	354	354
q7.3.14	Pearson Correlation	.892**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

		q7.4.15	AVE7.4
q7.4.15	Pearson Correlation	1	.885**
	Sig. (2-tailed)		.000
	N	354	354
AVE7.4	Pearson Correlation	.885**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

		AVE7.5	q7.5.14
AVE7.5	Pearson Correlation	1	.907**
	Sig. (2-tailed)		.000
	N	354	354
q7.5.14	Pearson Correlation	.907**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

		q7.6.14	AVE7.6
q7.6.14	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	354	354
AVE7.6	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

		AVE7.7	q7.7.6
AVE7.7	Pearson Correlation	1	.878**
	Sig. (2-tailed)		.000
	N	354	354
q7.7.6	Pearson Correlation	.878**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

		q7.8.9	AVE7.8
q7.8.9	Pearson Correlation	1	.912**
	Sig. (2-tailed)		.000
	N	354	354
AVE7.8	Pearson Correlation	.912**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

		AVE7.9	q7.9.14
AVE7.9	Pearson Correlation	1	.920**
	Sig. (2-tailed)		.000
	N	354	354
q7.9.14	Pearson Correlation	.920**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

Correlations

		q7.10.14	AVE7.10
q7.10.14	Pearson Correlation	1	.904**
	Sig. (2-tailed)		.000
	N	354	354
AVE7.10	Pearson Correlation	.904**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		AVE7.11	q7.11.10
AVE7.11	Pearson Correlation	1	.903**
	Sig. (2-tailed)		.000
	N	354	354
q7.11.10	Pearson Correlation	.903**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		q7.12.14	AVE7.12
q7.12.14	Pearson Correlation	1	.927**
	Sig. (2-tailed)		.000
	N	354	354
AVE7.12	Pearson Correlation	.927**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level (2-tailed).

APPENDIX 7.3 Correlation Between Overall Score of Quality and the Averages Score of the Validating Items

Correlations

		TAVE.7	qval
TAVE.7	Pearson Correlation	1	.961**
	Sig. (2-tailed)		.000
	N	354	354
qval	Pearson Correlation	.961**	1
	Sig. (2-tailed)	.000	
	N	354	354

**. Correlation is significant at the 0.01 level

CHAPTER EIGHT

Appendix 8.1 Bonferroni Test Export Information Acquisition Quality

Acquisition of Export Information Test of Significance
Multiple Comparisons

Dependent Variable: q1.1
Bonferroni

(I) VAR00006	(J) VAR00006	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	-.08095	.06975	1.000	-.2859	.1240
	3.00	-.07050	.06975	1.000	-.2755	.1345
	4.00	.27783(*)	.06975	.001	.0729	.4828
	5.00	.65857(*)	.06975	.000	.4536	.8635
	6.00	.75498(*)	.06975	.000	.5500	.9599
2.00	1.00	.08095	.06975	1.000	-.1240	.2859
	3.00	.01044	.06975	1.000	-.1945	.2154
	4.00	.35878(*)	.06975	.000	.1538	.5637
	5.00	.73952(*)	.06975	.000	.5346	.9445
	6.00	.83593(*)	.06975	.000	.6310	1.0409
3.00	1.00	.07050	.06975	1.000	-.1345	.2755
	2.00	-.01044	.06975	1.000	-.2154	.1945
	4.00	.34834(*)	.06975	.000	.1434	.5533
	5.00	.72907(*)	.06975	.000	.5241	.9340
	6.00	.82548(*)	.06975	.000	.6205	1.0304
4.00	1.00	-.27783(*)	.06975	.001	-.4828	-.0729
	2.00	-.35878(*)	.06975	.000	-.5637	-.1538
	3.00	-.34834(*)	.06975	.000	-.5533	-.1434
	5.00	.38074(*)	.06975	.000	.1758	.5857
	6.00	.47714(*)	.06975	.000	.2722	.6821
5.00	1.00	-.65857(*)	.06975	.000	-.8635	-.4536
	2.00	-.73952(*)	.06975	.000	-.9445	-.5346
	3.00	-.72907(*)	.06975	.000	-.9340	-.5241
	4.00	-.38074(*)	.06975	.000	-.5857	-.1758
	6.00	.09641	.06975	1.000	-.1085	.3014
6.00	1.00	-.75498(*)	.06975	.000	-.9599	-.5500
	2.00	-.83593(*)	.06975	.000	-1.0409	-.6310
	3.00	-.82548(*)	.06975	.000	-1.0304	-.6205
	4.00	-.47714(*)	.06975	.000	-.6821	-.2722
	5.00	-.09641	.06975	1.000	-.3014	.1085

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 In this firm, we collect export market information from a wide variety of export market information sources.

2.00 In this firm, we collect export information regularly to update our knowledge of the export market.

3.00 In this firm, we collect export market information about a wide variety of export market facts (e.g., customer needs, competitor actions, technological trends, political environment, etc.)
4.00 In this firm, we collect export market information very quickly in response to changes in the export environment.
5.00 In this firm, we collect export market information in a formalized manner.
6.00 In this firm, we collect export market information in high quantities.

Appendix 8.2 Bonferroni Test Export Information Acquisition Quality Validating Items

Acquisition of Export Information Validating Items Test of Significance
Multiple Comparisons

Dependent Variable: VAR00016
Bonferroni

(I) VAR00015	(J) VAR00015	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.30678(*)	.09545	.013	.0385	.5750
	3.00	.40239(*)	.09545	.000	.1341	.6707
	4.00	2.15404(*)	.09545	.000	1.8858	2.4223
	5.00	.59927(*)	.09545	.000	.3310	.8675
2.00	1.00	-.30678(*)	.09545	.013	-.5750	-.0385
	3.00	.09560	.09545	1.000	-.1727	.3639
	4.00	1.84725(*)	.09545	.000	1.5790	2.1155
	5.00	.29249(*)	.09545	.022	.0242	.5608
3.00	1.00	-.40239(*)	.09545	.000	-.6707	-.1341
	2.00	-.09560	.09545	1.000	-.3639	.1727
	4.00	1.75165(*)	.09545	.000	1.4834	2.0199
	5.00	.19689	.09545	.393	-.0714	.4651
4.00	1.00	-2.15404(*)	.09545	.000	-2.4223	-1.8858
	2.00	-1.84725(*)	.09545	.000	-2.1155	-1.5790
	3.00	-1.75165(*)	.09545	.000	-2.0199	-1.4834
	5.00	-1.55476(*)	.09545	.000	-1.8230	-1.2865
5.00	1.00	-.59927(*)	.09545	.000	-.8675	-.3310
	2.00	-.29249(*)	.09545	.022	-.5608	-.0242
	3.00	-.19689	.09545	.393	-.4651	.0714
	4.00	1.55476(*)	.09545	.000	1.2865	1.8230

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 In this company, we collect export market information efficiently.
2.00 The quality of our export market information generation is outstanding.
3.00 We are very satisfied with our export market information generation efforts.
4.00 There is no room for improvement in the way we collect export information.

APPENDIX 8.3 Factor Analysis Export Information Acquisition Quality

Communalities

	Initial	Extraction
q1.1	.561	.567
q1.2	.590	.613
q1.3	.598	.665
q1.4	.545	.611
q1.5	.466	.410
q1.6	.554	.541

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.830	63.827	63.827	3.407	56.785	56.785
2	.804	13.395	77.223			
3	.438	7.308	84.531			
4	.327	5.454	89.985			
5	.319	5.317	95.302			
6	.282	4.698	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q1.3	.815
q1.2	.783
q1.4	.782
q1.1	.753
q1.6	.736
q1.5	.640

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 5 iterations required.

Appendix 8.4 Bonferroni Test Export Information Dissemination Quality

Distribution of Export Information Quality Test of significance
Multiple Comparisons

Dependent Variable: VAR00002
Bonferroni

(I) VAR00001	(J) VAR00001	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	-.16426	.06807	.445	-.3771	.0486
	3.00	.08811	.06807	1.000	-.1247	.3009
	4.00	.33219(*)	.06807	.000	.1194	.5450
	5.00	-.01404	.06807	1.000	-.2269	.1988
	6.00	.13310	.06807	1.000	-.0797	.3459
	7.00	.18708	.06807	.169	-.0257	.3999
	8.00	-.29490(*)	.06807	.000	-.5077	-.0821
2.00	1.00	.16426	.06807	.445	-.0486	.3771
	3.00	.25236(*)	.06807	.006	.0395	.4652
	4.00	.49645(*)	.06807	.000	.2836	.7093
	5.00	.15022	.06807	.767	-.0626	.3630
	6.00	.29736(*)	.06807	.000	.0845	.5102
	7.00	.35134(*)	.06807	.000	.1385	.5642
	8.00	-.13064	.06807	1.000	-.3435	.0822
3.00	1.00	-.08811	.06807	1.000	-.3009	.1247
	2.00	-.25236(*)	.06807	.006	-.4652	-.0395
	4.00	.24409(*)	.06807	.010	.0313	.4569
	5.00	-.10214	.06807	1.000	-.3150	.1107
	6.00	.04500	.06807	1.000	-.1678	.2578
	7.00	.09898	.06807	1.000	-.1138	.3118
	8.00	-.38300(*)	.06807	.000	-.5958	-.1702
4.00	1.00	-.33219(*)	.06807	.000	-.5450	-.1194
	2.00	-.49645(*)	.06807	.000	-.7093	-.2836
	3.00	-.24409(*)	.06807	.010	-.4569	-.0313
	5.00	-.34623(*)	.06807	.000	-.5590	-.1334
	6.00	-.19909	.06807	.097	-.4119	.0137
	7.00	-.14511	.06807	.927	-.3579	.0677
	8.00	-.62709(*)	.06807	.000	-.8399	-.4143
5.00	1.00	.01404	.06807	1.000	-.1988	.2269
	2.00	-.15022	.06807	.767	-.3630	.0626
	3.00	.10214	.06807	1.000	-.1107	.3150
	4.00	.34623(*)	.06807	.000	.1334	.5590
	6.00	.14714	.06807	.860	-.0657	.3600
	7.00	.20112	.06807	.088	-.0117	.4139
	8.00	-.28086(*)	.06807	.001	-.4937	-.0680

Distribution of Export Information Test of significance
Multiple Comparisons

Dependent Variable: VAR00002
Bonferroni

6.00	1.00	-.13310	.06807	1.000	-.3459	.0797
	2.00	-.29736(*)	.06807	.000	-.5102	-.0845
	3.00	-.04500	.06807	1.000	-.2578	.1678
	4.00	.19909	.06807	.097	-.0137	.4119
	5.00	-.14714	.06807	.860	-.3600	.0657
	7.00	.05398	.06807	1.000	-.1588	.2668
	8.00	-.42800(*)	.06807	.000	-.6408	-.2152
7.00	1.00	-.18708	.06807	.169	-.3999	.0257
	2.00	-.35134(*)	.06807	.000	-.5642	-.1385
	3.00	-.09898	.06807	1.000	-.3118	.1138
	4.00	.14511	.06807	.927	-.0677	.3579
	5.00	-.20112	.06807	.088	-.4139	.0117
	6.00	-.05398	.06807	1.000	-.2668	.1588
	8.00	-.48198(*)	.06807	.000	-.6948	-.2692
8.00	1.00	.29490(*)	.06807	.000	.0821	.5077
	2.00	.13064	.06807	1.000	-.0822	.3435
	3.00	.38300(*)	.06807	.000	.1702	.5958
	4.00	.62709(*)	.06807	.000	.4143	.8399
	5.00	.28086(*)	.06807	.001	.0680	.4937
	6.00	.42800(*)	.06807	.000	.2152	.6408
	7.00	.48198(*)	.06807	.000	.2692	.6948

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 In this firm, export market information is regularly disseminated to different departments.
2.00 In this firm, export market information is speedily distributed across functional areas.
3.00 In this firm, export market information never tends to get lost in the system.
4.00 In this firm, export market information gets disseminated across departments in high quantities.
5.00 In this firm, export market information is often summarized as it gets distributed.
6.00 In this firm, export market information will rarely get distorted in the dissemination process.
7.00 In this firm, export market information is often disseminated in a formal manner.
8.00 In this firm, we treat export information as sensitive; only those who need to know receive them.

Appendix 8.5 Bonferroni Test of Export Information Dissemination Quality Validating Items

Distribution of Export Information Validating Items Test of significance
Multiple Comparisons

Dependent Variable: VAR00017
Bonferroni

(I) VAR00015	(J) VAR00015	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.47618(*)	.09743	.000	.2023	.7500
	3.00	.43095(*)	.09743	.000	.1571	.7048
	4.00	2.08518(*)	.09743	.000	1.8113	2.3590
	5.00	.55553(*)	.09743	.000	.2817	.8294
2.00	1.00	-.47618(*)	.09743	.000	-.7500	-.2023
	3.00	-.04523	.09743	1.000	-.3191	.2286
	4.00	1.60900(*)	.09743	.000	1.3352	1.8828
	5.00	.07934	.09743	1.000	-.1945	.3532
3.00	1.00	-.43095(*)	.09743	.000	-.7048	-.1571
	2.00	.04523	.09743	1.000	-.2286	.3191
	4.00	1.65423(*)	.09743	.000	1.3804	1.9281
	5.00	.12457	.09743	1.000	-.1493	.3984
4.00	1.00	-2.08518(*)	.09743	.000	-2.3590	-1.8113
	2.00	-1.60900(*)	.09743	.000	-1.8828	-1.3352
	3.00	-1.65423(*)	.09743	.000	-1.9281	-1.3804
	5.00	-1.52966(*)	.09743	.000	-1.8035	-1.2558
5.00	1.00	-.55553(*)	.09743	.000	-.8294	-.2817
	2.00	-.07934	.09743	1.000	-.3532	.1945
	3.00	-.12457	.09743	1.000	-.3984	.1493
	4.00	1.52966(*)	.09743	.000	1.2558	1.8035

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 In this company, we distribute export market information efficiently.
2.00 The quality of our export market information dissemination is outstanding.
3.00 We are very satisfied with our export market information distribute efforts.
4.00 There is no room for improvement in the way we distribute export information.
5.00 We are very effective in our export market information distribution activities.

APPENDIX 8.6 Factor Analysis for Export Information Dissemination Quality

Communalities

	Initial	Extraction
q2.1	.553	.688
q2.2	.557	.661
q2.3	.330	.428
q2.4	.523	.599
q2.5	.383	.423
q2.6	.281	.348
q2.7	.371	.456
q2.8	.074	.134

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	3.683	46.042	46.042	3.219	40.238	40.238	3.150
2	1.142	14.278	60.319	.518	6.481	46.719	1.090
3	.751	9.391	69.711				
4	.676	8.453	78.164				
5	.553	6.913	85.077				
6	.520	6.498	91.575				
7	.388	4.851	96.426				
8	.286	3.574	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor Matrix[a]

	Factor	
	1	2
q2.4	.768	
q2.2	.762	
q2.1	.753	
q2.5	.640	
q2.7	.638	
q2.3	.595	
q2.6	.541	
q2.8		

Extraction Method: Principal Axis Factoring.

a. 2 factors extracted. 9 iterations required.

Pattern Matrix[a]

	Factor	
	1	2
q2.1	.872	
q2.2	.849	
q2.4	.764	
q2.5	.541	
q2.7	.489	
q2.3	.425	.382
q2.6	.392	
q2.8		.378

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Structure Matrix

	Factor	
	1	2
q2.1	.799	
q2.2	.798	
q2.4	.774	
q2.5	.613	.399
q2.7	.595	.490
q2.3	.544	.515
q2.6	.497	.458
q2.8		.364

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Factor Correlation Matrix

Factor	1	2
1	1.000	.313
2	.313	1.000

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Factor Matrix[a]

	Factor
	1
q2.4	.783
q2.2	.749
q2.1	.728
q2.5	.644
q2.7	.630
q2.3	.581
q2.6	.532

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 5 iterations required.

APPENDIX 8.7 Bonferroni Test Export Information Interpretation Quality

Export Information Interpretation Test of Significance
Multiple Comparisons

Dependent Variable: VAR00004
Bonferroni

(I) VAR00003	(J) VAR00003	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.39908(*)	.05738	.000	.2305	.5677
	3.00	-.03057	.05738	1.000	-.1992	.1381
	4.00	.02207	.05738	1.000	-.1466	.1907
	5.00	.02207	.05738	1.000	-.1466	.1907
	6.00	.28277(*)	.05738	.000	.1142	.4514
2.00	1.00	-.39908(*)	.05738	.000	-.5677	-.2305
	3.00	-.42965(*)	.05738	.000	-.5983	-.2610
	4.00	-.37701(*)	.05738	.000	-.5456	-.2084
	5.00	-.37701(*)	.05738	.000	-.5456	-.2084
	6.00	-.11631	.05738	.642	-.2849	.0523
3.00	1.00	.03057	.05738	1.000	-.1381	.1992
	2.00	.42965(*)	.05738	.000	.2610	.5983
	4.00	.05264	.05738	1.000	-.1160	.2213
	5.00	.05264	.05738	1.000	-.1160	.2213
	6.00	.31334(*)	.05738	.000	.1447	.4820
4.00	1.00	-.02207	.05738	1.000	-.1907	.1466
	2.00	.37701(*)	.05738	.000	.2084	.5456
	3.00	-.05264	.05738	1.000	-.2213	.1160
	5.00	.00000	.05738	1.000	-.1686	.1686
	6.00	.26071(*)	.05738	.000	.0921	.4293
5.00	1.00	-.02207	.05738	1.000	-.1907	.1466
	2.00	.37701(*)	.05738	.000	.2084	.5456
	3.00	-.05264	.05738	1.000	-.2213	.1160
	4.00	.00000	.05738	1.000	-.1686	.1686
	6.00	.26071(*)	.05738	.000	.0921	.4293
6.00	1.00	-.28277(*)	.05738	.000	-.4514	-.1142
	2.00	.11631	.05738	.642	-.0523	.2849
	3.00	-.31334(*)	.05738	.000	-.4820	-.1447
	4.00	-.26071(*)	.05738	.000	-.4293	-.0921
	5.00	-.26071(*)	.05738	.000	-.4293	-.0921

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 The interpretation we make on the export market information we acquire reflects well what is happening in the export market.
2.00 The interpretation of export market information provides us with a deep and unique understanding of the market which is not available to competitors.
3.00 Our organization gains so much value in the way we interpret the export information we have.
4.00 It is very easy for us to figure out the meaning of the export market information we get.
5.00 We discover so much in the way we make sense of the export market information available to us.
6.00 We are very good in reading between lines especially with the raw export information we have.

APPENDIX 8.8 Bonferroni Test Export Information Interpretation Quality Validating Items

Export Information Interpretation Validating ItemsTest of Significance
Multiple Comparisons

Dependent Variable: VAR00018
Bonferroni

(I) VAR00015	(J) VAR00015	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.42014(*)	.08891	.000	.1702	.6700
	3.00	.38533(*)	.08891	.000	.1354	.6352
	4.00	2.17082(*)	.08891	.000	1.9209	2.4207
	5.00	.54002(*)	.08891	.000	.2901	.7899
2.00	1.00	-.42014(*)	.08891	.000	-.6700	-.1702
	3.00	-.03481	.08891	1.000	-.2847	.2151
	4.00	1.75068(*)	.08891	.000	1.5008	2.0006
	5.00	.11988	.08891	1.000	-.1300	.3698
3.00	1.00	-.38533(*)	.08891	.000	-.6352	-.1354
	2.00	.03481	.08891	1.000	-.2151	.2847
	4.00	1.78549(*)	.08891	.000	1.5356	2.0354
	5.00	.15469	.08891	.821	-.0952	.4046
4.00	1.00	-2.17082(*)	.08891	.000	-2.4207	-1.9209
	2.00	-1.75068(*)	.08891	.000	-2.0006	-1.5008
	3.00	-1.78549(*)	.08891	.000	-2.0354	-1.5356
	5.00	-1.63080(*)	.08891	.000	-1.8807	-1.3809
5.00	1.00	-.54002(*)	.08891	.000	-.7899	-.2901
	2.00	-.11988	.08891	1.000	-.3698	.1300
	3.00	-.15469	.08891	.821	-.4046	.0952
	4.00	1.63080(*)	.08891	.000	1.3809	1.8807

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.
1.00 In this company, we interpret export market information efficiently.
2.00 The quality of our export market information interpretation is outstanding.
3.00 We are very satisfied with our export market information interpretation efforts.
4.00 There is no room for improvement in the way we interpret market information.
5.00 We are very effective in our export market information interpretation activities.

APPENDIX 8.9 Factor Analysis Export Information Interpretation Quality

Communalities

	Initial	Extraction
q3.1	.321	.365
q3.2	.285	.323
q3.3	.508	.593
q3.4	.490	.556
q3.5	.471	.550
q3.6	.439	.459

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.353	55.877	55.877	2.845	47.419	47.419
2	.749	12.478	68.355			
3	.619	10.310	78.665			
4	.543	9.043	87.709			
5	.391	6.523	94.231			
6	.346	5.769	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q3.3	.770
q3.4	.746
q3.5	.741
q3.6	.677
q3.1	.604
q3.2	.568

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 5 iterations required.

APPENDIX 8.10 Bonferroni Test Quality of Response to Export Information

Response to Export Information Test of Significance
Multiple Comparisons

Dependent Variable: VAR00007
Bonferroni

(I) VAR00005	(J) VAR00005	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.16758(*)	.06850	.044	.0033	.3318
	3.00	.07244	.06850	.872	-.0918	.2367
2.00	1.00	-.16758(*)	.06850	.044	-.3318	-.0033
	3.00	-.09514	.06850	.495	-.2594	.0691
3.00	1.00	-.07244	.06850	.872	-.2367	.0918
	2.00	.09514	.06850	.495	-.0691	.2594

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 If a major competitor were to launch an intensive campaign targeted at our export customers, we would implement a response immediately.

2.00 We are quick to respond to significant changes in our competitors' price structures in foreign markets.

3.00 We rapidly respond to competitive actions that threaten us in our export markets.

APPENDIX 8.11 Bonferroni Test Quality of Response to Export Information Validating Items

Response to Export Information Test of Significance
Multiple Comparisons

Dependent Variable: VAR00019
Bonferroni

(I) VAR00015	(J) VAR00015	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.37945(*)	.09037	.000	.1255	.6334
	3.00	.44701(*)	.09037	.000	.1930	.7010
	4.00	2.23324(*)	.09037	.000	1.9793	2.4872
	5.00	.53674(*)	.09037	.000	.2828	.7907
2.00	1.00	-.37945(*)	.09037	.000	-.6334	-.1255
	3.00	.06756	.09037	1.000	-.1864	.3215
	4.00	1.85379(*)	.09037	.000	1.5998	2.1078
	5.00	.15729	.09037	.819	-.0967	.4113
3.00	1.00	-.44701(*)	.09037	.000	-.7010	-.1930
	2.00	-.06756	.09037	1.000	-.3215	.1864
	4.00	1.78623(*)	.09037	.000	1.5323	2.0402
	5.00	.08973	.09037	1.000	-.1642	.3437
4.00	1.00	-2.23324(*)	.09037	.000	-2.4872	-1.9793
	2.00	-1.85379(*)	.09037	.000	-2.1078	-1.5998
	3.00	-1.78623(*)	.09037	.000	-2.0402	-1.5323
	5.00	-1.69650(*)	.09037	.000	-1.9505	-1.4425
5.00	1.00	-.53674(*)	.09037	.000	-.7907	-.2828
	2.00	-.15729	.09037	.819	-.4113	.0967
	3.00	-.08973	.09037	1.000	-.3437	.1642
	4.00	1.69650(*)	.09037	.000	1.4425	1.9505

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.
1.00 In this company, we respond to export market information efficiently.
2.00 The quality of our response to export market information is outstanding.
3.00 We are very satisfied with the way in which we respond to export market information.
4.00 There is no room for improvement in the way we respond to export market information.
5.00 We are very effective in the way we respond to export market information.

APPENDIX 8.12 Factor Analysis of Quality of Response to Export Information

Communalities

	Initial	Extraction
q4.1	.535	.619
q4.2	.601	.707
q4.3	.644	.802

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.413	80.443	80.443	2.128	70.922	70.922
2	.347	11.568	92.011			
3	.240	7.989	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q4.3	.895
q4.2	.841
q4.1	.787

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 9 iterations required.

APPENDIX 8.13 Bonferroni Test Export Learning Orientation

Export Learning Orientation Test of Significance
Multiple Comparisons

Dependent Variable: VAR00009
Bonferroni

(I) VAR00008	(J) VAR00008	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	-.16683(*)	.05321	.026	-.3232	-.0105
	3.00	-.04959	.05321	1.000	-.2060	.1068
	4.00	-.04648	.05321	1.000	-.2028	.1099
	5.00	.29198(*)	.05321	.000	.1356	.4483
	6.00	.47979(*)	.05321	.000	.3234	.6362
2.00	1.00	.16683(*)	.05321	.026	.0105	.3232
	3.00	.11724	.05321	.415	-.0391	.2736
	4.00	.12035	.05321	.357	-.0360	.2767
	5.00	.45881(*)	.05321	.000	.3024	.6152
	6.00	.64662(*)	.05321	.000	.4903	.8030
3.00	1.00	.04959	.05321	1.000	-.1068	.2060
	2.00	-.11724	.05321	.415	-.2736	.0391
	4.00	.00311	.05321	1.000	-.1533	.1595
	5.00	.34157(*)	.05321	.000	.1852	.4979
	6.00	.52938(*)	.05321	.000	.3730	.6857
4.00	1.00	.04648	.05321	1.000	-.1099	.2028
	2.00	-.12035	.05321	.357	-.2767	.0360
	3.00	-.00311	.05321	1.000	-.1595	.1533
	5.00	.33846(*)	.05321	.000	.1821	.4948
	6.00	.52627(*)	.05321	.000	.3699	.6826
5.00	1.00	-.29198(*)	.05321	.000	-.4483	-.1356
	2.00	-.45881(*)	.05321	.000	-.6152	-.3024
	3.00	-.34157(*)	.05321	.000	-.4979	-.1852
	4.00	-.33846(*)	.05321	.000	-.4948	-.1821
	6.00	.18781(*)	.05321	.006	.0314	.3442
6.00	1.00	-.47979(*)	.05321	.000	-.6362	-.3234
	2.00	-.64662(*)	.05321	.000	-.8030	-.4903
	3.00	-.52938(*)	.05321	.000	-.6857	-.3730
	4.00	-.52627(*)	.05321	.000	-.6826	-.3699
	5.00	-.18781(*)	.05321	.006	-.3442	-.0314

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 Managers basically agree that our export function's ability to learn is the key to our competitive advantage in the export market.
2.00 The basic values of this export function include learning as key to improvement.
3.00 The sense around here is that export employee learning is an investment, not an expense.
4.00 Learning in our export operation is seen as a key commodity necessary to guarantee organizational survival.

5.00 We are not afraid to reflect critically on the shared assumptions we have made about our export customers.

6.00 Personnel in this enterprise realize that the very way they perceive the export marketplace must be continually questioned.

APPENDIX 8.14 Factor Analysis for Export Learning Orientation

Communalities

	Initial	Extraction
q5.1	.520	.580
q5.2	.550	.573
q5.3	.558	.606
q5.4	.608	.709
q5.5	.417	.393
q5.6	.332	.283

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.587	59.785	59.785	3.144	52.403	52.403
2	.894	14.898	74.683			
3	.467	7.781	82.464			
4	.432	7.205	89.668			
5	.330	5.496	95.164			
6	.290	4.836	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q5.4	.842
q5.3	.778
q5.1	.762
q5.2	.757
q5.5	.627
q5.6	.532

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 6 iterations required.

APPENDIX 8.15 Bonferroni Test Export Coordination

Export Coordination Test of Significance
Multiple Comparisons

Dependent Variable: VAR00011
Bonferroni

(I) VAR00010	(J) VAR00010	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.04035	.05757	1.000	-.1215	.2022
	3.00	-.23781(*)	.05757	.000	-.3996	-.0760
	4.00	-.21332(*)	.05757	.002	-.3751	-.0515
	5.00	-.08109	.05757	1.000	-.2429	.0807
2.00	1.00	-.04035	.05757	1.000	-.2022	.1215
	3.00	-.27816(*)	.05757	.000	-.4400	-.1163
	4.00	-.25367(*)	.05757	.000	-.4155	-.0919
	5.00	-.12143	.05757	.351	-.2832	.0404
3.00	1.00	.23781(*)	.05757	.000	.0760	.3996
	2.00	.27816(*)	.05757	.000	.1163	.4400
	4.00	.02449	.05757	1.000	-.1373	.1863
	5.00	.15673	.05757	.065	-.0051	.3185
4.00	1.00	.21332(*)	.05757	.002	.0515	.3751
	2.00	.25367(*)	.05757	.000	.0919	.4155
	3.00	-.02449	.05757	1.000	-.1863	.1373
	5.00	.13223	.05757	.217	-.0296	.2940
5.00	1.00	.08109	.05757	1.000	-.0807	.2429
	2.00	.12143	.05757	.351	-.0404	.2832
	3.00	-.15673	.05757	.065	-.3185	.0051
	4.00	-.13223	.05757	.217	-.2940	.0296

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 There is a commonality of purpose in my export operation.
2.00 There is total agreement on our export vision across all levels, functions and divisions.
3.00 All export employees are committed to goals of this organization.
4.00 Export employees view themselves as partners in charting the direction of the organization.
5.00 There is a real 'esprit-de-corps' within our export function.

APPENDIX 8.16 Factor Analysis for Export Coordination

Communalities

	Initial	Extraction
q5.7	.377	.340
q5.8	.510	.519
q5.9	.691	.728
q5.10	.701	.727
q5.11	.586	.657

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.346	66.927	66.927	2.971	59.422	59.422
2	.748	14.961	81.889			
3	.394	7.884	89.772			
4	.326	6.523	96.295			
5	.185	3.705	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q5.9	.854
q5.10	.853
q5.11	.811
q5.8	.720
q5.7	.583

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 5 iterations required.

APPENDIX 8.17 Bonferroni test for Quality of Integration Into the Organizational System

Integration Into The Organization System
Multiple Comparisons

Dependent Variable: VAR00013
Bonferroni

(I) VAR00012	(J) VAR00012	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.07507	.06786	1.000	-.1371	.2873
	3.00	.25946(*)	.06786	.004	.0473	.4716
	4.00	.13099	.06786	1.000	-.0812	.3432
	5.00	.41255(*)	.06786	.000	.2004	.6247
	6.00	.21733(*)	.06786	.039	.0051	.4295
	7.00	.50319(*)	.06786	.000	.2910	.7154
	8.00	.60828(*)	.06786	.000	.3961	.8205
2.00	1.00	-.07507	.06786	1.000	-.2873	.1371
	3.00	.18439	.06786	.185	-.0278	.3966
	4.00	.05592	.06786	1.000	-.1563	.2681
	5.00	.33748(*)	.06786	.000	.1253	.5497
	6.00	.14226	.06786	1.000	-.0699	.3544
	7.00	.42812(*)	.06786	.000	.2159	.6403
	8.00	.53321(*)	.06786	.000	.3210	.7454
3.00	1.00	-.25946(*)	.06786	.004	-.4716	-.0473
	2.00	-.18439	.06786	.185	-.3966	.0278
	4.00	-.12847	.06786	1.000	-.3407	.0837
	5.00	.15309	.06786	.676	-.0591	.3653
	6.00	-.04214	.06786	1.000	-.2543	.1700
	7.00	.24373(*)	.06786	.009	.0315	.4559
	8.00	.34881(*)	.06786	.000	.1366	.5610
4.00	1.00	-.13099	.06786	1.000	-.3432	.0812
	2.00	-.05592	.06786	1.000	-.2681	.1563
	3.00	.12847	.06786	1.000	-.0837	.3407
	5.00	.28156(*)	.06786	.001	.0694	.4937
	6.00	.08633	.06786	1.000	-.1258	.2985
	7.00	.37220(*)	.06786	.000	.1600	.5844
	8.00	.47728(*)	.06786	.000	.2651	.6895
5.00	1.00	-.41255(*)	.06786	.000	-.6247	-.2004
	2.00	-.33748(*)	.06786	.000	-.5497	-.1253
	3.00	-.15309	.06786	.676	-.3653	.0591
	4.00	-.28156(*)	.06786	.001	-.4937	-.0694
	6.00	-.19523	.06786	.113	-.4074	.0170
	7.00	.09064	.06786	1.000	-.1215	.3028
	8.00	.19572	.06786	.111	-.0165	.4079

Integration Into The Organization System
Multiple Comparisons

Dependent Variable: VAR00013
Bonferroni

6.00	1.00	-.21733(*)	.06786	.039	-.4295	-.0051
	2.00	-.14226	.06786	1.000	-.3544	.0699
	3.00	.04214	.06786	1.000	-.1700	.2543
	4.00	-.08633	.06786	1.000	-.2985	.1258
	5.00	.19523	.06786	.113	-.0170	.4074
	7.00	.28587(*)	.06786	.001	.0737	.4981
	8.00	.39095(*)	.06786	.000	.1788	.6031
7.00	1.00	-.50319(*)	.06786	.000	-.7154	-.2910
	2.00	-.42812(*)	.06786	.000	-.6403	-.2159
	3.00	-.24373(*)	.06786	.009	-.4559	-.0315
	4.00	-.37220(*)	.06786	.000	-.5844	-.1600
	5.00	-.09064	.06786	1.000	-.3028	.1215
	6.00	-.28587(*)	.06786	.001	-.4981	-.0737
	8.00	.10508	.06786	1.000	-.1071	.3173
8.00	1.00	-.60828(*)	.06786	.000	-.8205	-.3961
	2.00	-.53321(*)	.06786	.000	-.7454	-.3210
	3.00	-.34881(*)	.06786	.000	-.5610	-.1366
	4.00	-.47728(*)	.06786	.000	-.6895	-.2651
	5.00	-.19572	.06786	.111	-.4079	.0165
	6.00	-.39095(*)	.06786	.000	-.6031	-.1788
	7.00	-.10508	.06786	1.000	-.3173	.1071

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 Our organization encourages everyone to keep a written record of all export market information and transactions.
2.00 People in the organization spend the necessary time to keep an updated record of export market information and transactions.
3.00 Our organization spends enough money on market export record keeping both efficient and effective (e.g. investing on information technology).
4.00 There is a lot of documentation occurring in our export market operation.
5.00 People in the organization never have a difficult time recalling important information about the export market.
6.00 We have a formal procedure for documenting export market information.
7.00 Everyone has time to write down things they learn about the export market.
8.00 We organize training sessions as a means to transfer export knowledge.

APPENDIX 8.18 Bonferroni Test Quality of Integration Into the Organizational System Validating Items

Integration Into The Organization System Validating Items
Multiple Comparisons

Dependent Variable: VAR00020
Bonferroni

(I) VAR00015	(J) VAR00015	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.45030(*)	.09475	.000	.1840	.7166
	3.00	.53933(*)	.09475	.000	.2730	.8056
	4.00	2.16192(*)	.09475	.000	1.8956	2.4282
	5.00	.60324(*)	.09475	.000	.3369	.8695
2.00	1.00	-.45030(*)	.09475	.000	-.7166	-.1840
	3.00	.08903	.09475	1.000	-.1773	.3553
	4.00	1.71161(*)	.09475	.000	1.4453	1.9779
	5.00	.15293	.09475	1.000	-.1134	.4192
3.00	1.00	-.53933(*)	.09475	.000	-.8056	-.2730
	2.00	-.08903	.09475	1.000	-.3553	.1773
	4.00	1.62258(*)	.09475	.000	1.3563	1.8889
	5.00	.06390	.09475	1.000	-.2024	.3302
4.00	1.00	-2.16192(*)	.09475	.000	-2.4282	-1.8956
	2.00	-1.71161(*)	.09475	.000	-1.9779	-1.4453
	3.00	-1.62258(*)	.09475	.000	-1.8889	-1.3563
	5.00	-1.55868(*)	.09475	.000	-1.8250	-1.2924
5.00	1.00	-.60324(*)	.09475	.000	-.8695	-.3369
	2.00	-.15293	.09475	1.000	-.4192	.1134
	3.00	-.06390	.09475	1.000	-.3302	.2024
	4.00	1.55868(*)	.09475	.000	1.2924	1.8250

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.
1.00 In this company, we store export market information efficiently.
2.00 The quality of our export market information storage is outstanding.
3.00 We are very satisfied with our export market information storage efforts.
4.00 There is no room for improvement in the way we store export information.
5.00 We are very effective in our export information storage activities.

APPENDIX 8.19 Factor Analysis for Quality of Integration Into the Organizational System

Communalities

	Initial	Extraction
q6.1	.522	.461
q6.2	.647	.653
q6.3	.574	.630
q6.4	.348	.353
q6.5	.378	.401
q6.6	.572	.627
q6.7	.533	.541
q6.8	.460	.414

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.550	56.871	56.871	4.081	51.010	51.010
2	.831	10.381	67.253			
3	.657	8.216	75.468			
4	.588	7.356	82.824			
5	.432	5.400	88.223			
6	.364	4.551	92.774			
7	.326	4.081	96.855			
8	.252	3.145	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q6.2	.808
q6.3	.794
q6.6	.792
q6.7	.736
q6.1	.679
q6.8	.644
q6.5	.633
q6.4	.594

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.

APPENDIX 8.20 Correlation Among Factors Used in the Regression Antecedents to Export Memory Quality

Descriptive Statistics

	Mean	Std. Deviation	N
qval	4.5339	.88808	354
q11.1	14.7232	9.24821	354
a1	3.6787	.73898	354
a5ec	4.4451	.50572	354
a4	3.8377	.81687	354
a3	3.5615	.57633	354
a5el	4.2561	.59193	354
a2	3.3947	.64120	354
a6	3.6403	.67802	354

Correlations

		qval	q11.1	a1	a5ec	a4	a3	a5el	a2	a6
Pearson Corre	qval	1.000	-.081	.516	.504	.376	.574	.471	.555	.666
	q11.1	-.081	1.000	.014	.039	-.062	-.057	-.074	-.022	-.048
	a1	.516	.014	1.000	.346	.419	.543	.444	.572	.571
	a5ec	.504	.039	.346	1.000	.305	.344	.538	.453	.498
	a4	.376	-.062	.419	.305	1.000	.375	.476	.373	.366
	a3	.574	-.057	.543	.344	.375	1.000	.455	.592	.566
	a5el	.471	-.074	.444	.538	.476	.455	1.000	.436	.523
	a2	.555	-.022	.572	.453	.373	.592	.436	1.000	.590
	a6	.666	-.048	.571	.498	.366	.566	.523	.590	1.000
Sig. (1-tailed)	qval	.	.065	.000	.000	.000	.000	.000	.000	.000
	q11.1	.065	.	.399	.232	.123	.143	.083	.341	.182
	a1	.000	.399	.	.000	.000	.000	.000	.000	.000
	a5ec	.000	.232	.000	.	.000	.000	.000	.000	.000
	a4	.000	.123	.000	.000	.	.000	.000	.000	.000
	a3	.000	.143	.000	.000	.000	.	.000	.000	.000
	a5el	.000	.083	.000	.000	.000	.000	.	.000	.000
	a2	.000	.341	.000	.000	.000	.000	.000	.	.000
	a6	.000	.182	.000	.000	.000	.000	.000	.000	.
N	qval	354	354	354	354	354	354	354	354	354
	q11.1	354	354	354	354	354	354	354	354	354
	a1	354	354	354	354	354	354	354	354	354
	a5ec	354	354	354	354	354	354	354	354	354
	a4	354	354	354	354	354	354	354	354	354
	a3	354	354	354	354	354	354	354	354	354
	a5el	354	354	354	354	354	354	354	354	354
	a2	354	354	354	354	354	354	354	354	354
	a6	354	354	354	354	354	354	354	354	354

APPENDIX 8.21 Regression Antecedents to Export Memory Quality

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	a6, q11.1, a4, a5ec, a3, a1, a5el, a2[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: qval

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753[a]	.568	.558	.58993

a. Predictors: (Constant), a6, q11.1, a4, a5ec, a3, a1, a5el, a2

b. Dependent Variable: qval

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	157.155	8	19.644	56.446	.000[a]
	Residual	119.718	344	.348		
	Total	276.873	352			

a. Predictors: (Constant), a6, q11.1, a4, a5ec, a3, a1, a5el, a2

b. Dependent Variable: qval

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.602	.311		-1.938	.053		
	q11.1	-.005	.003	-.049	-1.358	.175	.977	1.023
	a1	.122	.059	.101	2.084	.038	.536	1.866
	a5ec	.336	.079	.192	4.250	.000	.616	1.623
	a4	.057	.046	.053	1.253	.211	.708	1.412
	a3	.320	.075	.208	4.287	.000	.536	1.865
	a5el	-.031	.073	-.021	-.430	.668	.531	1.885
	a2	.086	.070	.062	1.225	.221	.487	2.051
	a6	.477	.067	.363	7.067	.000	.477	2.098

a. Dependent Variable: qval

Correlations

		qval	q11.1	a1	a5ec	a4	a3	a5el	a2	a6
Pearson Correla	qval	1.000	-.077	.532	.509	.380	.582	.471	.557	.680
	q11.1	-.077	1.000	.006	.037	-.064	-.061	-.073	-.022	-.055
	a1	.532	.006	1.000	.344	.418	.540	.452	.576	.564
	a5ec	.509	.037	.344	1.000	.304	.343	.540	.453	.497
	a4	.380	-.064	.418	.304	1.000	.374	.477	.373	.365
	a3	.582	-.061	.540	.343	.374	1.000	.458	.592	.563
	a5el	.471	-.073	.452	.540	.477	.458	1.000	.436	.529
	a2	.557	-.022	.576	.453	.373	.592	.436	1.000	.592
	a6	.680	-.055	.564	.497	.365	.563	.529	.592	1.000
Sig. (1-tailed)	qval	.	.075	.000	.000	.000	.000	.000	.000	.000
	q11.1	.075	.	.454	.246	.116	.127	.087	.337	.152
	a1	.000	.454	.	.000	.000	.000	.000	.000	.000
	a5ec	.000	.246	.000	.	.000	.000	.000	.000	.000
	a4	.000	.116	.000	.000	.	.000	.000	.000	.000
	a3	.000	.127	.000	.000	.000	.	.000	.000	.000
	a5el	.000	.087	.000	.000	.000	.000	.	.000	.000
	a2	.000	.337	.000	.000	.000	.000	.000	.	.000
	a6	.000	.152	.000	.000	.000	.000	.000	.000	.
N	qval	353	353	353	353	353	353	353	353	353
	q11.1	353	353	353	353	353	353	353	353	353
	a1	353	353	353	353	353	353	353	353	353
	a5ec	353	353	353	353	353	353	353	353	353
	a4	353	353	353	353	353	353	353	353	353
	a3	353	353	353	353	353	353	353	353	353
	a5el	353	353	353	353	353	353	353	353	353
	a2	353	353	353	353	353	353	353	353	353
	a6	353	353	353	353	353	353	353	353	353

Chapter Nine

Table 9.1 Bonferroni Test for Extent of Memory Use Items

Extent of Export Memory Use Test of Significance
Multiple Comparisons

Dependent Variable: VAR00022
Bonferroni

(I) VAR00021	(J) VAR00021	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	-.47382(*)	.05645	.000	-.6092	-.3385
	3.00	-.43040(*)	.05645	.000	-.5657	-.2950
2.00	1.00	.47382(*)	.05645	.000	.3385	.6092
	3.00	.04343	.05645	1.000	-.0919	.1788
3.00	1.00	.43040(*)	.05645	.000	.2950	.5657
	2.00	-.04343	.05645	1.000	-.1788	.0919

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.
1.00 In this company, the majority of export memory we have is not used.
2.00 We make a conscious effort to use most of our export memory.
3.00 We utilize most of the export memory we have.

APPENDIX 9.2 Factor Analysis for Extent of Export Memory Use

Communalities

	Initial	Extraction
q8.1	.127	.166
q8.2	.317	.441
q8.3	.351	.704

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.794	59.805	59.805	1.311	43.695	43.695
2	.770	25.672	85.477			
3	.436	14.523	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q8.3	.839
q8.2	.664
q8.1	.408

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 25 iterations required.

APPENDIX 9.3 Big Factor Analysis for Export Memory Use

Communalities

	Initial	Extraction
q8.4	.193	.181
q8.5	.389	.368
q8.8	.487	.497
q8.9	.440	.438
q8.10	.572	.590
q8.12	.462	.443
q8.13	.399	.376
q8.15	.590	.593
q8.17	.452	.405
q8.18	.600	.572
q8.19	.472	.431
q8.22	.438	.395
q8.23	.588	.568
q8.24	.384	.370
q8.25	.397	.369
q8.27	.503	.513
q8.29	.409	.376
q8.30	.560	.513
q8.32	.552	.523
q8.33	.431	.394
q8.34	.498	.479
q8.35	.390	.360
q8.36	.639	.574
q8.38	.497	.587
q8.39	.576	.535
q8.40	.660	.645
q8.41	.460	.384
q8.42	.338	.363
q8.44	.419	.423
q8.45	.275	.225
q8.46	.358	.307
q8.47	.417	.447
q8.49	.481	.566
q8.50	.501	.576

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			xtraction Sums of Squared Loading			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.079	32.585	32.585	10.569	31.086	31.086	6.317	18.580	18.580
2	2.617	7.696	40.281	2.046	6.018	37.104	3.704	10.893	29.474
3	1.838	5.406	45.687	1.296	3.813	40.917	2.000	5.882	35.356
4	1.376	4.047	49.734	.782	2.299	43.216	1.885	5.545	40.900
5	1.213	3.568	53.302	.693	2.037	45.254	1.480	4.353	45.254
6	.997	2.932	56.234						
7	.985	2.896	59.130						
8	.900	2.648	61.778						
9	.880	2.589	64.366						
10	.848	2.496	66.862						
11	.805	2.367	69.229						
12	.750	2.207	71.436						
13	.692	2.036	73.472						
14	.664	1.952	75.424						
15	.635	1.869	77.292						
16	.599	1.763	79.055						
17	.556	1.636	80.691						
18	.546	1.605	82.297						
19	.533	1.567	83.864						
20	.523	1.539	85.403						
21	.486	1.429	86.832						
22	.447	1.313	88.145						
23	.432	1.272	89.417						
24	.421	1.237	90.654						
25	.415	1.220	91.874						
26	.397	1.168	93.042						
27	.371	1.093	94.135						
28	.353	1.038	95.172						
29	.331	.973	96.145						
30	.306	.901	97.047						
31	.267	.785	97.832						
32	.260	.764	98.596						
33	.254	.746	99.342						
34	.224	.658	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor				
	1	2	3	4	5
q8.4	.045	.388	.083	-.146	-.014
q8.5	.510	-.151	.204	-.178	.106
q8.8	.627	-.221	.109	.052	.203
q8.9	.459	.092	.386	-.184	.190
q8.10	.655	-.126	.262	-.225	.158
q8.12	.591	-.061	.243	.128	.122
q8.13	.552	-.133	.178	-.047	.143
q8.15	.753	-.101	-.030	-.122	-.017
q8.17	.608	-.079	.056	.022	-.158
q8.18	.727	-.076	.175	-.075	-.049
q8.19	.630	.069	.075	-.139	-.060
q8.22	.588	.046	.151	.008	-.156
q8.23	.735	-.073	.089	-.080	-.090
q8.24	.064	.464	.224	.305	-.091
q8.25	.548	.063	-.090	.225	-.078
q8.27	.674	-.026	-.138	.115	-.160
q8.29	.598	.082	-.003	-.091	-.054
q8.30	.710	.016	-.074	.058	.015
q8.32	.679	.101	-.010	-.062	-.218
q8.33	.582	.125	-.063	-.027	-.189
q8.34	.533	.112	-.424	.021	.034
q8.35	.380	.400	-.134	-.135	-.139
q8.36	.720	.066	-.201	-.048	-.090
q8.38	.090	.751	.031	.064	.098
q8.39	.705	.095	-.135	.071	-.071
q8.40	.774	-.082	-.145	-.034	-.131
q8.41	.576	-.159	-.107	.074	.101
q8.42	.093	-.544	-.060	.218	-.085
q8.44	.056	.625	.063	.064	.148
q8.45	.347	-.002	.198	.240	.092
q8.46	.362	.080	.358	.203	.021
q8.47	.520	-.099	.026	.399	.086
q8.49	.513	.042	-.373	.157	.370
q8.50	.522	.076	-.406	-.179	.316

Extraction Method: Principal Axis Factoring.

a. 5 factors extracted. 8 iterations required.

Rotated Factor Matrix[a]

	Factor				
	1	2	3	4	5
q8.4	.060	.054	.407	-.054	-.073
q8.5	.261	.534	-.076	.082	.039
q8.8	.299	.496	-.173	.265	.248
q8.9	.142	.608	.195	.012	.102
q8.10	.328	.680	-.030	.122	.059
q8.12	.291	.467	-.018	.121	.355
q8.13	.271	.499	-.074	.149	.163
q8.15	.582	.438	-.075	.228	.065
q8.17	.526	.299	-.077	.042	.176
q8.18	.523	.514	-.032	.070	.168
q8.19	.502	.396	.101	.094	.060
q8.22	.494	.329	.059	-.023	.197
q8.23	.579	.451	-.045	.099	.134
q8.24	.059	-.075	.437	-.153	.383
q8.25	.474	.100	.023	.193	.310
q8.27	.630	.166	-.064	.195	.215
q8.29	.494	.312	.096	.142	.069
q8.30	.543	.307	.013	.283	.211
q8.32	.653	.271	.094	.061	.101
q8.33	.578	.180	.107	.089	.094
q8.34	.508	.003	.062	.465	.022
q8.35	.446	.041	.381	.103	-.060
q8.36	.659	.227	.047	.286	.069
q8.38	.060	-.065	.742	.095	.139
q8.39	.613	.213	.071	.263	.198
q8.40	.695	.296	-.095	.236	.103
q8.41	.385	.276	-.157	.321	.178
q8.42	.079	-.006	-.574	.017	.164
q8.44	-.015	-.019	.628	.097	.139
q8.45	.137	.243	.012	.065	.379
q8.46	.154	.321	.111	-.085	.401
q8.47	.301	.181	-.123	.236	.503
q8.49	.267	.113	.020	.670	.181
q8.50	.337	.205	.084	.628	-.134

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

APPENDIX 9.4 Bonferroni Test for Instrumental Use of Export Memory

Instrumental Use Test of Significance
Multiple Comparisons

Dependent Variable: VAR00023
Bonferroni

(I) VAR00021	(J) VAR00021	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.14319	.05632	.608	-.0438	.3302
	3.00	.30470(*)	.05632	.000	.1177	.4917
	4.00	.25371(*)	.05632	.000	.0667	.4407
	5.00	.60227(*)	.05632	.000	.4153	.7893
	6.00	.22242(*)	.05632	.004	.0354	.4094
	7.00	.20503(*)	.05632	.015	.0180	.3920
	8.00	.53139(*)	.05632	.000	.3444	.7184
	9.00	.21193(*)	.05632	.009	.0249	.3989
	10.00	.60658(*)	.05632	.000	.4196	.7936
	11.00	.54619(*)	.05632	.000	.3592	.7332
2.00	1.00	-.14319	.05632	.608	-.3302	.0438
	3.00	.16151	.05632	.229	-.0255	.3485
	4.00	.11052	.05632	1.000	-.0765	.2975
	5.00	.45908(*)	.05632	.000	.2721	.6461
	6.00	.07923	.05632	1.000	-.1078	.2662
	7.00	.06184	.05632	1.000	-.1251	.2488
	8.00	.38820(*)	.05632	.000	.2012	.5752
	9.00	.06874	.05632	1.000	-.1182	.2557
	10.00	.46339(*)	.05632	.000	.2764	.6504
	11.00	.40300(*)	.05632	.000	.2160	.5900
3.00	1.00	-.30470(*)	.05632	.000	-.4917	-.1177
	2.00	-.16151	.05632	.229	-.3485	.0255
	4.00	-.05099	.05632	1.000	-.2380	.1360
	5.00	.29756(*)	.05632	.000	.1106	.4846
	6.00	-.08228	.05632	1.000	-.2693	.1047
	7.00	-.09967	.05632	1.000	-.2867	.0873
	8.00	.22669(*)	.05632	.003	.0397	.4137
	9.00	-.09277	.05632	1.000	-.2798	.0942
	10.00	.30188(*)	.05632	.000	.1149	.4889
	11.00	.24148(*)	.05632	.001	.0545	.4285

Instrumental Use Test of Significance
Multiple Comparisons

Dependent Variable: VAR00023

Bonferroni

4.00	1.00	-.25371(*)	.05632	.000	-.4407	-.0667
	2.00	-.11052	.05632	1.000	-.2975	.0765
	3.00	.05099	.05632	1.000	-.1360	.2380
	5.00	.34855(*)	.05632	.000	.1616	.5355
	6.00	-.03129	.05632	1.000	-.2183	.1557
	7.00	-.04868	.05632	1.000	-.2357	.1383
	8.00	.27768(*)	.05632	.000	.0907	.4647
	9.00	-.04178	.05632	1.000	-.2288	.1452
	10.00	.35287(*)	.05632	.000	.1659	.5399
	11.00	.29247(*)	.05632	.000	.1055	.4795
5.00	1.00	-.60227(*)	.05632	.000	-.7893	-.4153
	2.00	-.45908(*)	.05632	.000	-.6461	-.2721
	3.00	-.29756(*)	.05632	.000	-.4846	-.1106
	4.00	-.34855(*)	.05632	.000	-.5355	-.1616
	6.00	-.37984(*)	.05632	.000	-.5668	-.1929
	7.00	-.39723(*)	.05632	.000	-.5842	-.2102
	8.00	-.07088	.05632	1.000	-.2579	.1161
	9.00	-.39034(*)	.05632	.000	-.5773	-.2033
	10.00	.00432	.05632	1.000	-.1827	.1913
	11.00	-.05608	.05632	1.000	-.2431	.1309
6.00	1.00	-.22242(*)	.05632	.004	-.4094	-.0354
	2.00	-.07923	.05632	1.000	-.2662	.1078
	3.00	.08228	.05632	1.000	-.1047	.2693
	4.00	.03129	.05632	1.000	-.1557	.2183
	5.00	.37984(*)	.05632	.000	.1929	.5668
	7.00	-.01739	.05632	1.000	-.2044	.1696
	8.00	.30897(*)	.05632	.000	.1220	.4960
	9.00	-.01049	.05632	1.000	-.1975	.1765
	10.00	.38416(*)	.05632	.000	.1972	.5711
	11.00	.32376(*)	.05632	.000	.1368	.5107
7.00	1.00	-.20503(*)	.05632	.015	-.3920	-.0180
	2.00	-.06184	.05632	1.000	-.2488	.1251
	3.00	.09967	.05632	1.000	-.0873	.2867
	4.00	.04868	.05632	1.000	-.1383	.2357
	5.00	.39723(*)	.05632	.000	.2102	.5842
	6.00	.01739	.05632	1.000	-.1696	.2044
	8.00	.32636(*)	.05632	.000	.1394	.5133
	9.00	.00690	.05632	1.000	-.1801	.1939
	10.00	.40155(*)	.05632	.000	.2146	.5885
	11.00	.34115(*)	.05632	.000	.1542	.5281

Instrumental Use Test of Significance
Multiple Comparisons

Dependent Variable: VAR00023
Bonferroni

8.00	1.00	-.53139(*)	.05632	.000	-.7184	-.3444
	2.00	-.38820(*)	.05632	.000	-.5752	-.2012
	3.00	-.22669(*)	.05632	.003	-.4137	-.0397
	4.00	-.27768(*)	.05632	.000	-.4647	-.0907
	5.00	.07088	.05632	1.000	-.1161	.2579
	6.00	-.30897(*)	.05632	.000	-.4960	-.1220
	7.00	-.32636(*)	.05632	.000	-.5133	-.1394
	9.00	-.31946(*)	.05632	.000	-.5064	-.1325
	10.00	.07519	.05632	1.000	-.1118	.2622
	11.00	.01480	.05632	1.000	-.1722	.2018
9.00	1.00	-.21193(*)	.05632	.009	-.3989	-.0249
	2.00	-.06874	.05632	1.000	-.2557	.1182
	3.00	.09277	.05632	1.000	-.0942	.2798
	4.00	.04178	.05632	1.000	-.1452	.2288
	5.00	.39034(*)	.05632	.000	.2033	.5773
	6.00	.01049	.05632	1.000	-.1765	.1975
	7.00	-.00690	.05632	1.000	-.1939	.1801
	8.00	.31946(*)	.05632	.000	.1325	.5064
	10.00	.39465(*)	.05632	.000	.2077	.5816
	11.00	.33425(*)	.05632	.000	.1473	.5212
10.00	1.00	-.60658(*)	.05632	.000	-.7936	-.4196
	2.00	-.46339(*)	.05632	.000	-.6504	-.2764
	3.00	-.30188(*)	.05632	.000	-.4889	-.1149
	4.00	-.35287(*)	.05632	.000	-.5399	-.1659
	5.00	-.00432	.05632	1.000	-.1913	.1827
	6.00	-.38416(*)	.05632	.000	-.5711	-.1972
	7.00	-.40155(*)	.05632	.000	-.5885	-.2146
	8.00	-.07519	.05632	1.000	-.2622	.1118
	9.00	-.39465(*)	.05632	.000	-.5816	-.2077
	11.00	-.06040	.05632	1.000	-.2474	.1266
11.00	1.00	-.54619(*)	.05632	.000	-.7332	-.3592
	2.00	-.40300(*)	.05632	.000	-.5900	-.2160
	3.00	-.24148(*)	.05632	.001	-.4285	-.0545
	4.00	-.29247(*)	.05632	.000	-.4795	-.1055
	5.00	.05608	.05632	1.000	-.1309	.2431
	6.00	-.32376(*)	.05632	.000	-.5107	-.1368
	7.00	-.34115(*)	.05632	.000	-.5281	-.1542
	8.00	-.01480	.05632	1.000	-.2018	.1722
	9.00	-.33425(*)	.05632	.000	-.5212	-.1473
	10.00	.06040	.05632	1.000	-.1266	.2474

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.
1.00 Our confidence in making decisions is normally increased as a result of using export memory.
2.00 Export memory is generally used to make a particular decision.

3.00 Without export memory, decisions made would be very different.
4.00 Export memory is actively sought out in response to a specific decision at hand.
5.00 No decision would be made without relevant export memory.
6.00 Export memory is usually translated into significant practical action.
7.00 Decisions based on export memory are generally more accurate than instinctive ones.
8.00 Export memory commonly has little decision relevance.
9.00 Uncertainly associated with the export market environment is greatly reduced by using export memory.
10.00 In this firm, we always rely on export memory when making export decisions.
11.00 In this firm, we plan our response to export memory formally.

APPENDIX 9.5 Factor Analysis for Instrumental Use

Communalities

	Initial	Extraction
q8.8	.362	.381
q8.15	.455	.498
q8.25	.324	.329
q8.27	.406	.451
q8.34	.388	.402
q8.39	.447	.483
q8.41	.346	.388
q8.42	.110	.094
q8.47	.301	.364
q8.49	.404	.449
q8.50	.427	.721

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.494	40.855	40.855	3.944	35.854	35.854	2.511	22.825	22.825
2	1.193	10.849	51.704	.618	5.614	41.468	2.051	18.643	41.468
3	.895	8.136	59.839						
4	.770	6.996	66.836						
5	.688	6.251	73.087						
6	.650	5.905	78.992						
7	.566	5.144	84.136						
8	.493	4.482	88.618						
9	.463	4.210	92.828						
10	.420	3.816	96.644						
11	.369	3.356	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor	
	1	2
q8.8	.596	
q8.15	.696	
q8.25	.564	
q8.27	.659	
q8.34	.609	
q8.39	.693	
q8.41	.616	
q8.42		
q8.47	.540	
q8.49	.634	
q8.50	.637	-.561

Extraction Method: Principal Axis Factoring.

a. Attempted to extract 2 factors. More than 25 iterations required. (Convergence=. 001). Extraction was terminated.

Rotated Factor Matrix[a]

	Factor	
	1	2
q8.8		.514
q8.15	.448	.545
q8.25		.449
q8.27	.412	.531
q8.34	.576	
q8.39	.486	.496
q8.41	.403	.475
q8.42		
q8.47		.558
q8.49	.621	
q8.50	.849	

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Factor Transformation Matrix

Factor	1	2
1	.754	.656
2	-.656	.754

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.8	.345	.356
q8.15	.454	.499
q8.25	.323	.351
q8.27	.404	.456
q8.34	.388	.393
q8.39	.437	.506
q8.41	.341	.382
q8.47	.285	.336
q8.49	.404	.449
q8.50	.420	.797

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.469	44.690	44.690	3.929	39.294	39.294	2.774	27.736	27.736
2	1.001	10.006	54.696	.595	5.951	45.244	1.751	17.509	45.244
3	.800	7.999	62.695						
4	.695	6.951	69.646						
5	.664	6.645	76.291						
6	.588	5.882	82.173						
7	.521	5.213	87.385						
8	.472	4.718	92.103						
9	.420	4.198	96.301						
10	.370	3.699	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor	
	1	2
q8.8	.586	
q8.15	.694	
q8.25	.568	
q8.27	.658	
q8.34	.609	
q8.39	.700	
q8.41	.611	
q8.47	.530	
q8.49	.635	
q8.50	.656	-.605

Extraction Method: Principal Axis Factoring.

a. Attempted to extract 2 factors. More than 25 iterations required. (Convergence=. 004). Extraction was terminated.

Rotated Factor Matrix[a]

	Factor	
	1	2
q8.8	.540	
q8.15	.638	
q8.25	.559	
q8.27	.621	
q8.34	.405	.478
q8.39	.642	
q8.41	.547	
q8.47	.566	
q8.49		.547
q8.50		.876

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Factor Transformation Matrix

Factor	1	2
1	.808	.589
2	.589	-.808

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.8	.336	.378
q8.15	.448	.499
q8.25	.296	.313
q8.27	.402	.445
q8.39	.437	.517
q8.41	.321	.371
q8.47	.281	.289
q8.49	.396	.377
q8.50	.368	.309

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.097	45.522	45.522	3.499	38.882	38.882
2	.947	10.524	56.046			
3	.727	8.078	64.124			
4	.694	7.710	71.833			
5	.656	7.288	79.122			
6	.551	6.125	85.247			
7	.499	5.548	90.795			
8	.420	4.671	95.466			
9	.408	4.534	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q8.8	.615
q8.15	.706
q8.25	.560
q8.27	.667
q8.39	.719
q8.41	.609
q8.47	.538
q8.49	.614
q8.50	.556

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.

APPENDIX 9.6 Bonferroni Test and Factor Analysis for Conceptual Use

Conceptual Use of Export Memory Test of Significance
Multiple Comparisons

Dependent Variable: VAR00024
Bonferroni

(I) VAR00021	(J) VAR00021	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.10466	.05180	1.000	-.0673	.2766
	3.00	.26639(*)	.05180	.000	.0944	.4383
	4.00	.29221(*)	.05180	.000	.1203	.4642
	5.00	.15597	.05180	.144	-.0160	.3279
	6.00	.19165(*)	.05180	.012	.0197	.3636
	7.00	.38412(*)	.05180	.000	.2122	.5561
	8.00	.37411(*)	.05180	.000	.2022	.5461
	9.00	.23478(*)	.05180	.000	.0628	.4067
	10.00	.16046	.05180	.108	-.0115	.3324
	11.00	.40737(*)	.05180	.000	.2354	.5793
2.00	1.00	-.10466	.05180	1.000	-.2766	.0673
	3.00	.16173	.05180	.099	-.0102	.3337
	4.00	.18756(*)	.05180	.016	.0156	.3595
	5.00	.05131	.05180	1.000	-.1206	.2233
	6.00	.08700	.05180	1.000	-.0850	.2590
	7.00	.27947(*)	.05180	.000	.1075	.4514
	8.00	.26945(*)	.05180	.000	.0975	.4414
	9.00	.13013	.05180	.662	-.0418	.3021
	10.00	.05580	.05180	1.000	-.1161	.2278
	11.00	.30271(*)	.05180	.000	.1308	.4747
3.00	1.00	-.26639(*)	.05180	.000	-.4383	-.0944
	2.00	-.16173	.05180	.099	-.3337	.0102
	4.00	.02582	.05180	1.000	-.1461	.1978
	5.00	-.11042	.05180	1.000	-.2824	.0615
	6.00	-.07474	.05180	1.000	-.2467	.0972
	7.00	.11773	.05180	1.000	-.0542	.2897
	8.00	.10772	.05180	1.000	-.0642	.2797
	9.00	-.03161	.05180	1.000	-.2036	.1403
	10.00	-.10593	.05180	1.000	-.2779	.0660
	11.00	.14098	.05180	.359	-.0310	.3129

Conceptual Use of Export Memory Test of Significance
Multiple Comparisons

Dependent Variable: VAR00024
Bonferroni

4.00	1.00	-.29221(*)	.05180	.000	-.4642	-.1203
	2.00	-.18756(*)	.05180	.016	-.3595	-.0156
	3.00	-.02582	.05180	1.000	-.1978	.1461
	5.00	-.13624	.05180	.471	-.3082	.0357
	6.00	-.10056	.05180	1.000	-.2725	.0714
	7.00	.09191	.05180	1.000	-.0800	.2639
	8.00	.08189	.05180	1.000	-.0901	.2538
	9.00	-.05743	.05180	1.000	-.2294	.1145
	10.00	-.13175	.05180	.605	-.3037	.0402
	11.00	.11516	.05180	1.000	-.0568	.2871
5.00	1.00	-.15597	.05180	.144	-.3279	.0160
	2.00	-.05131	.05180	1.000	-.2233	.1206
	3.00	.11042	.05180	1.000	-.0615	.2824
	4.00	.13624	.05180	.471	-.0357	.3082
	6.00	.03569	.05180	1.000	-.1363	.2076
	7.00	.22816(*)	.05180	.001	.0562	.4001
	8.00	.21814(*)	.05180	.001	.0462	.3901
	9.00	.07881	.05180	1.000	-.0931	.2508
	10.00	.00449	.05180	1.000	-.1675	.1764
	11.00	.25140(*)	.05180	.000	.0794	.4234
6.00	1.00	-.19165(*)	.05180	.012	-.3636	-.0197
	2.00	-.08700	.05180	1.000	-.2590	.0850
	3.00	.07474	.05180	1.000	-.0972	.2467
	4.00	.10056	.05180	1.000	-.0714	.2725
	5.00	-.03569	.05180	1.000	-.2076	.1363
	7.00	.19247(*)	.05180	.011	.0205	.3644
	8.00	.18245(*)	.05180	.024	.0105	.3544
	9.00	.04313	.05180	1.000	-.1288	.2151
	10.00	-.03119	.05180	1.000	-.2031	.1408
	11.00	.21571(*)	.05180	.002	.0438	.3877
7.00	1.00	-.38412(*)	.05180	.000	-.5561	-.2122
	2.00	-.27947(*)	.05180	.000	-.4514	-.1075
	3.00	-.11773	.05180	1.000	-.2897	.0542
	4.00	-.09191	.05180	1.000	-.2639	.0800
	5.00	-.22816(*)	.05180	.001	-.4001	-.0562
	6.00	-.19247(*)	.05180	.011	-.3644	-.0205
	8.00	-.01002	.05180	1.000	-.1820	.1619
	9.00	-.14934	.05180	.218	-.3213	.0226
	10.00	-.22366(*)	.05180	.001	-.3956	-.0517
	11.00	.02324	.05180	1.000	-.1487	.1952

Conceptual Use of Export Memory Test of Significance
Multiple Comparisons

Dependent Variable: VAR00024
Bonferroni

8.00	1.00	-.37411(*)	.05180	.000	-.5461	-.2022
	2.00	-.26945(*)	.05180	.000	-.4414	-.0975
	3.00	-.10772	.05180	1.000	-.2797	.0642
	4.00	-.08189	.05180	1.000	-.2538	.0901
	5.00	-.21814(*)	.05180	.001	-.3901	-.0462
	6.00	-.18245(*)	.05180	.024	-.3544	-.0105
	7.00	.01002	.05180	1.000	-.1619	.1820
	9.00	-.13932	.05180	.395	-.3113	.0326
	10.00	-.21365(*)	.05180	.002	-.3856	-.0417
	11.00	.03326	.05180	1.000	-.1387	.2052
9.00	1.00	-.23478(*)	.05180	.000	-.4067	-.0628
	2.00	-.13013	.05180	.662	-.3021	.0418
	3.00	.03161	.05180	1.000	-.1403	.2036
	4.00	.05743	.05180	1.000	-.1145	.2294
	5.00	-.07881	.05180	1.000	-.2508	.0931
	6.00	-.04313	.05180	1.000	-.2151	.1288
	7.00	.14934	.05180	.218	-.0226	.3213
	8.00	.13932	.05180	.395	-.0326	.3113
	10.00	-.07432	.05180	1.000	-.2463	.0976
	11.00	.17259(*)	.05180	.048	.0006	.3445
10.00	1.00	-.16046	.05180	.108	-.3324	.0115
	2.00	-.05580	.05180	1.000	-.2278	.1161
	3.00	.10593	.05180	1.000	-.0660	.2779
	4.00	.13175	.05180	.605	-.0402	.3037
	5.00	-.00449	.05180	1.000	-.1764	.1675
	6.00	.03119	.05180	1.000	-.1408	.2031
	7.00	.22366(*)	.05180	.001	.0517	.3956
	8.00	.21365(*)	.05180	.002	.0417	.3856
	9.00	.07432	.05180	1.000	-.0976	.2463
	11.00	.24691(*)	.05180	.000	.0750	.4189
11.00	1.00	-.40737(*)	.05180	.000	-.5793	-.2354
	2.00	-.30271(*)	.05180	.000	-.4747	-.1308
	3.00	-.14098	.05180	.359	-.3129	.0310
	4.00	-.11516	.05180	1.000	-.2871	.0568
	5.00	-.25140(*)	.05180	.000	-.4234	-.0794
	6.00	-.21571(*)	.05180	.002	-.3877	-.0438
	7.00	-.02324	.05180	1.000	-.1952	.1487
	8.00	-.03326	.05180	1.000	-.2052	.1387
	9.00	-.17259(*)	.05180	.048	-.3445	-.0006
	10.00	-.24691(*)	.05180	.000	-.4189	-.0750

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 Export memory is generally used to provide us with concepts about our export market.
2.00 Export memory is generally used to provide us with theories about the export market.
3.00 The same piece of export memory is usually used for more than one decision.
4.00 Export memory is preserved specifically so that it can be used by individuals other than the person/s from whom it originated.
5.00 Export memory is generally used to provide us with assumptions about the export market.
6.00 Export memory is generally used to provide us with a model about our export market.
7.00 It is often through our export memory that we set our key priorities.
8.00 We often use our export memory to formulate problems about our export market.
9.00 We generally use our export memory to come up with a range of solutions to our problems.
10.00 Export memory often helps us to set criteria in choosing a solution to our problem.
11.00 Export memory generally broadens our managerial knowledge base without serving any one particular project.

Communalities

	Initial	Extraction
q8.5	.305	.303
q8.10	.490	.487
q8.12	.373	.363
q8.13	.331	.335
q8.18	.539	.576
q8.23	.516	.552
q8.30	.437	.469
q8.33	.282	.278
q8.36	.530	.496
q8.40	.581	.574
q8.45	.156	.118

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.094	46.311	46.311	4.552	41.380	41.380
2	.986	8.963	55.274			
3	.911	8.282	63.556			
4	.663	6.023	69.579			
5	.652	5.923	75.502			
6	.581	5.278	80.780			
7	.535	4.861	85.640			
8	.500	4.549	90.189			
9	.461	4.194	94.383			
10	.322	2.924	97.307			
11	.296	2.693	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q8.5	.550
q8.10	.698
q8.12	.603
q8.13	.579
q8.18	.759
q8.23	.743
q8.30	.685
q8.33	.527
q8.36	.704
q8.40	.758
q8.45	

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.

Communalities

	Initial	Extraction
q8.5	.304	.309
q8.10	.489	.494
q8.12	.357	.354
q8.13	.317	.325
q8.18	.535	.575
q8.23	.514	.559
q8.30	.430	.464
q8.33	.282	.279
q8.36	.529	.502
q8.40	.578	.573

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.966	49.660	49.660	4.434	44.342	44.342
2	.944	9.436	59.096			
3	.707	7.068	66.164			
4	.659	6.592	72.757			
5	.589	5.888	78.644			
6	.539	5.388	84.033			
7	.505	5.053	89.086			
8	.461	4.615	93.700			
9	.333	3.327	97.028			
10	.297	2.972	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q8.5	.555
q8.10	.703
q8.12	.595
q8.13	.570
q8.18	.758
q8.23	.748
q8.30	.681
q8.33	.529
q8.36	.708
q8.40	.757

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.

APPENDIX 9.7 Factor Analysis for Symbolic Use

Communalities

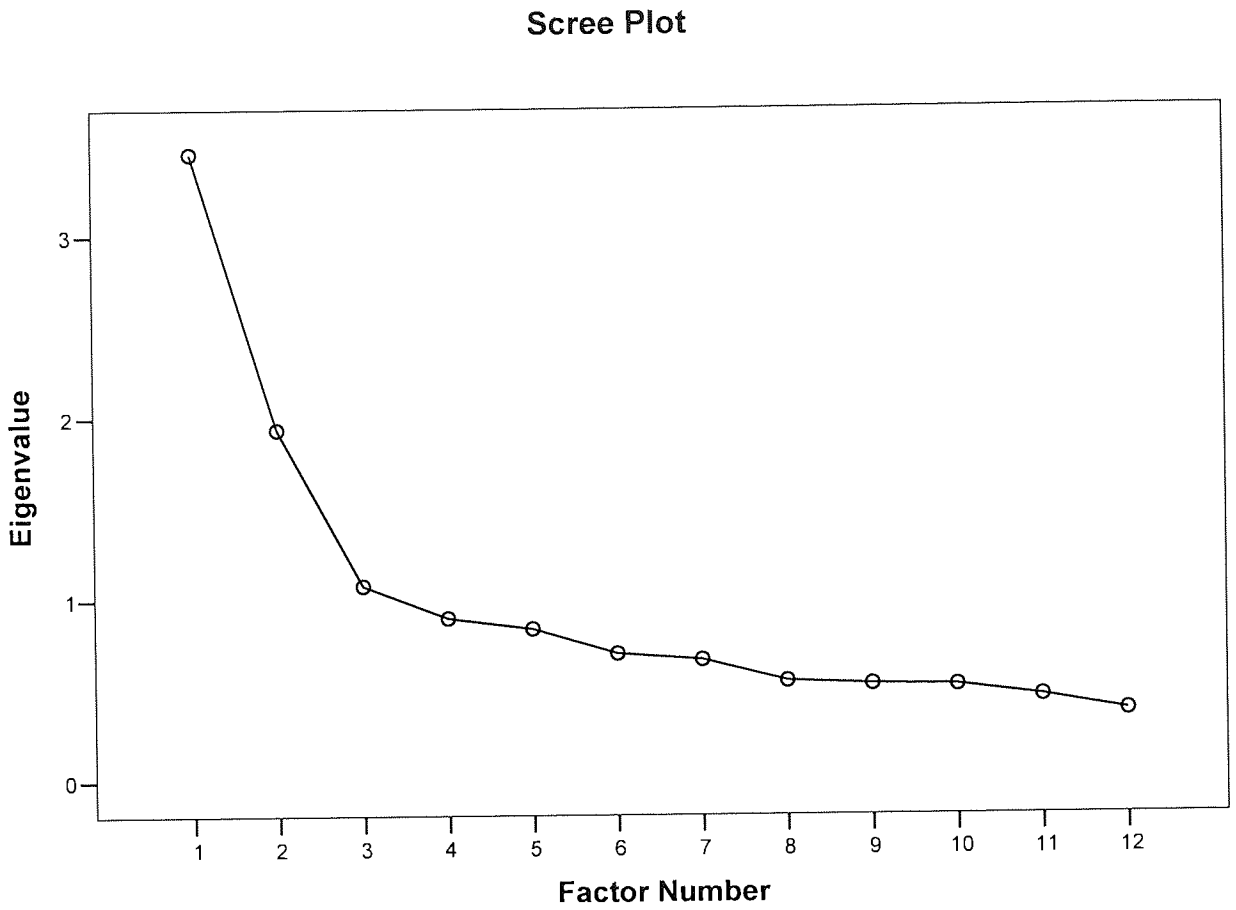
	Initial	Extraction
q8.4	.118	.124
q8.9	.290	.318
q8.17	.345	.409
q8.19	.404	.511
q8.22	.329	.372
q8.24	.267	.288
q8.29	.308	.382
q8.32	.374	.467
q8.35	.221	.262
q8.38	.436	.808
q8.44	.310	.365
q8.46	.215	.560

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.453	28.776	28.776	2.871	23.929	23.929	2.469	20.575	20.575
2	1.935	16.126	44.902	1.454	12.115	36.044	1.639	13.655	34.230
3	1.076	8.964	53.867	.540	4.502	40.546	.758	6.316	40.546
4	.897	7.475	61.342						
5	.838	6.980	68.322						
6	.700	5.832	74.154						
7	.665	5.543	79.696						
8	.547	4.559	84.256						
9	.528	4.400	88.656						
10	.521	4.338	92.994						
11	.461	3.844	96.838						
12	.379	3.162	100.000						

Extraction Method: Principal Axis Factoring.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Eigenvalue
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12
Factor Number

Factor Matrix[a]

	Factor		
	1	2	3
q8.19	.670		
q8.32	.650		
q8.22	.587		
q8.29	.583		
q8.17	.563		
q8.9	.536		
q8.35	.462		
q8.38		.829	
q8.44		.540	
q8.24		.401	
q8.4			
q8.46	.443		.600

Extraction Method: Principal Axis Factoring.

a. Attempted to extract 3 factors. More than 25 iterations required. (Convergence=. 005). Extraction was terminated.

Rotated Factor Matrix[a]

	Factor		
	1	2	3
q8.19	.707		
q8.32	.672		
q8.17	.626		
q8.29	.611		
q8.22	.567		
q8.9	.457		
q8.35			
q8.38		.899	
q8.44		.602	
q8.24		.450	
q8.4			
q8.46			.708

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Factor Transformation Matrix

Factor	1	2	3
1	.878	.369	.305
2	-.379	.925	-.027
3	-.292	-.092	.952

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

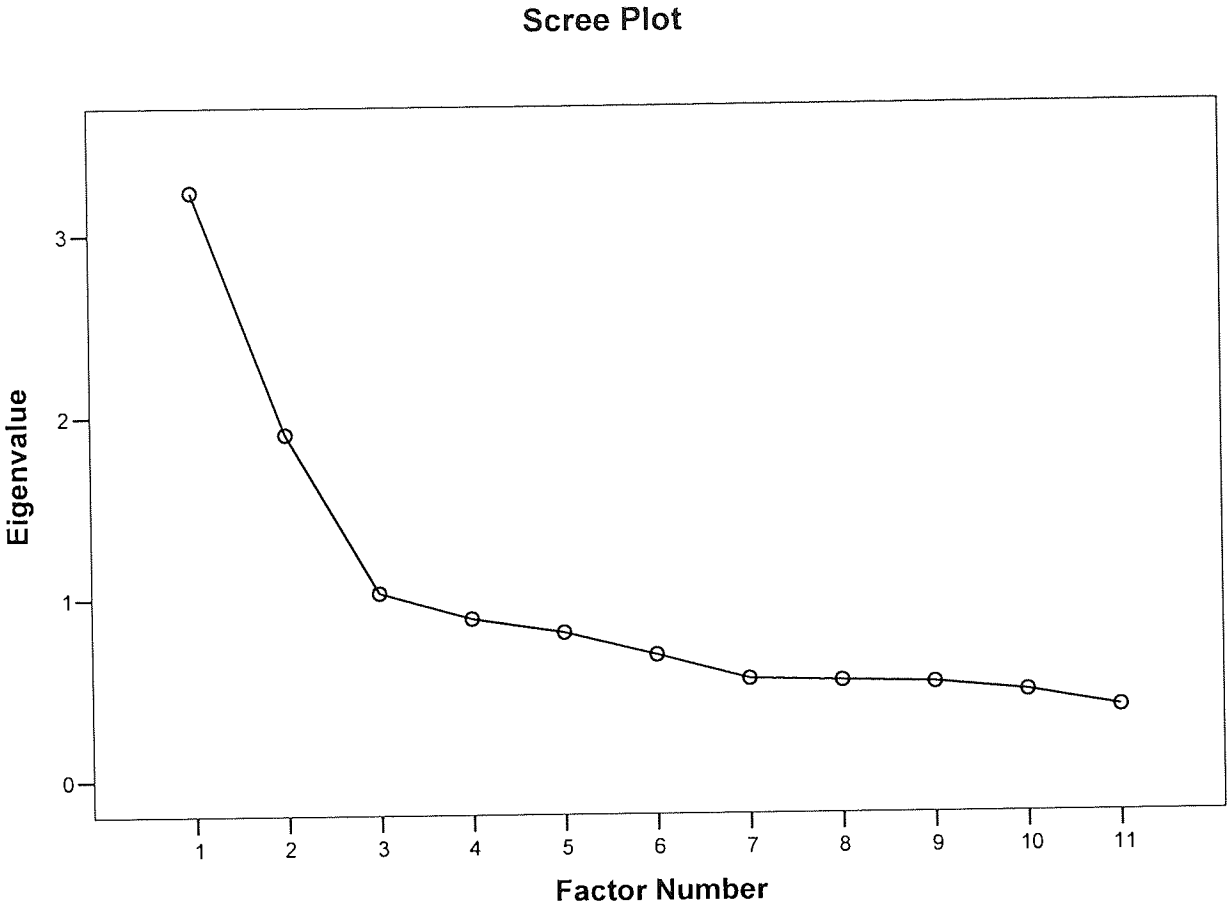
	Initial	Extraction
q8.4	.118	.127
q8.9	.289	.313
q8.17	.345	.423
q8.19	.387	.496
q8.22	.329	.380
q8.24	.267	.274
q8.29	.300	.373
q8.32	.365	.458
q8.38	.417	.813
q8.44	.308	.359
q8.46	.215	.660

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.236	29.415	29.415	2.670	24.272	24.272	2.340	21.274	21.274
2	1.904	17.305	46.721	1.428	12.981	37.252	1.542	14.021	35.295
3	1.029	9.350	56.071	.580	5.274	42.526	.795	7.231	42.526
4	.886	8.051	64.121						
5	.808	7.343	71.464						
6	.682	6.204	77.668						
7	.547	4.974	82.642						
8	.534	4.851	87.493						
9	.521	4.735	92.227						
10	.472	4.293	96.520						
11	.383	3.480	100.000						

Extraction Method: Principal Axis Factoring.


Scree Plot
Eigenvalue
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2
1
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1
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9
10
11
Factor Number

Factor Matrix[a]

	Factor		
	1	2	3
q8.19	.664		
q8.32	.647		
q8.22	.604		
q8.17	.584		
q8.29	.580		
q8.9	.544		
q8.38		.847	
q8.44		.549	
q8.24		.418	
q8.4			
q8.46	.483		.653

Extraction Method: Principal Axis Factoring.

a. Attempted to extract 3 factors. More than 25 iterations required. (Convergence=. 008). Extraction was terminated.

Rotated Factor Matrix[a]

	Factor		
	1	2	3
q8.19	.698		
q8.32	.666		
q8.17	.644		
q8.29	.604		
q8.22	.587		
q8.9	.464		
q8.38		.902	
q8.44		.598	
q8.24		.455	
q8.4			
q8.46			.773

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Factor Transformation Matrix

Factor	1	2	3
1	.892	.318	.321
2	-.337	.941	.006
3	-.300	-.113	.947

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.9	.281	.315
q8.17	.344	.423
q8.19	.387	.496
q8.22	.325	.378
q8.24	.266	.274
q8.29	.300	.375
q8.32	.365	.462
q8.38	.397	.884
q8.44	.304	.333
q8.46	.211	.613

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			xtraction Sums of Squared Loading			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.197	31.974	31.974	2.633	26.333	26.333	2.312	23.123	23.123
2	1.781	17.810	49.784	1.374	13.743	40.076	1.453	14.528	37.651
3	1.005	10.047	59.831	.545	5.447	45.524	.787	7.872	45.524
4	.843	8.431	68.262						
5	.694	6.942	75.204						
6	.558	5.577	80.781						
7	.540	5.399	86.180						
8	.521	5.208	91.388						
9	.475	4.755	96.143						
10	.386	3.857	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor		
	1	2	3
q8.19	.670		
q8.32	.654		
q8.22	.605		
q8.17	.597		
q8.29	.585		
q8.9	.541		
q8.38		.892	
q8.44		.535	
q8.24		.427	
q8.46	.480		.619

Extraction Method: Principal Axis Factoring.

a. Attempted to extract 3 factors. More than 25 iterations required. (Convergence=. 006). Extraction was terminated.

Rotated Factor Matrix[a]

	Factor		
	1	2	3
q8.19	.698		
q8.32	.670		
q8.17	.640		
q8.29	.606		
q8.22	.579		
q8.9	.454		
q8.38		.939	
q8.44		.574	
q8.24		.456	
q8.46			.745

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Factor Transformation Matrix

Factor	1	2	3
1	.903	.261	.341
2	-.278	.961	.000
3	-.327	-.095	.940

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.9	.217	.254
q8.17	.343	.426
q8.19	.387	.489
q8.22	.323	.383
q8.24	.225	.213
q8.29	.299	.367
q8.32	.361	.454
q8.38	.393	.853
q8.44	.304	.343

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			xtraction Sums of Squared Loading			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.018	33.529	33.529	2.430	27.004	27.004	2.348	26.089	26.089
2	1.778	19.757	53.286	1.351	15.006	42.010	1.433	15.921	42.010
3	.853	9.480	62.767						
4	.765	8.495	71.262						
5	.641	7.121	78.383						
6	.544	6.040	84.423						
7	.525	5.831	90.254						
8	.478	5.306	95.560						
9	.400	4.440	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor	
	1	2
q8.19	.689	
q8.32	.666	
q8.17	.611	
q8.22	.610	
q8.29	.597	
q8.9	.503	
q8.38		.884
q8.44		.547
q8.24		.412

Extraction Method: Principal Axis Factoring.

a. Attempted to extract 2 factors. More than 25 iterations required. (Convergence=. 002). Extraction was terminated.

Rotated Factor Matrix[a]

	Factor	
	1	2
q8.19	.696	
q8.32	.668	
q8.17	.651	
q8.22	.615	
q8.29	.603	
q8.9	.493	
q8.38		.923
q8.44		.583
q8.24		.453

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Factor Transformation Matrix

Factor	1	2
1	.961	.276
2	-.276	.961

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

APPENDIX 9.8 Bonferroni Test for Legitimizing Use

Symbolic Use of Export Memory
Multiple Comparisons

Dependent Variable: VAR00025
Bonferroni

(I) VAR00021	(J) VAR00021	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	-.83625(*)	.05810	.000	-1.0321	-.6404
	3.00	-.87384(*)	.05810	.000	-1.0697	-.6780
	4.00	-.86177(*)	.05810	.000	-1.0576	-.6659
	5.00	-.84937(*)	.05810	.000	-1.0452	-.6535
	6.00	-.06434	.05810	1.000	-.2602	.1315
	7.00	-.70697(*)	.05810	.000	-.9028	-.5111
	8.00	-.92218(*)	.05810	.000	-1.1180	-.7264
	9.00	-.43017(*)	.05810	.000	-.6260	-.2343
	10.00	.08179	.05810	1.000	-.1140	.2776
	11.00	-.01368	.05810	1.000	-.2095	.1821
	12.00	-.99665(*)	.05810	.000	-1.1925	-.8008
2.00	1.00	.83625(*)	.05810	.000	.6404	1.0321
	3.00	-.03759	.05810	1.000	-.2334	.1582
	4.00	-.02553	.05810	1.000	-.2213	.1703
	5.00	-.01312	.05810	1.000	-.2089	.1827
	6.00	.77190(*)	.05810	.000	.5761	.9677
	7.00	.12928	.05810	1.000	-.0665	.3251
	8.00	-.08594	.05810	1.000	-.2818	.1099
	9.00	.40607(*)	.05810	.000	.2102	.6019
	10.00	.91804(*)	.05810	.000	.7222	1.1139
	11.00	.82257(*)	.05810	.000	.6267	1.0184
	12.00	-.16041	.05810	.382	-.3562	.0354
3.00	1.00	.87384(*)	.05810	.000	.6780	1.0697
	2.00	.03759	.05810	1.000	-.1582	.2334
	4.00	.01207	.05810	1.000	-.1838	.2079
	5.00	.02447	.05810	1.000	-.1714	.2203
	6.00	.80950(*)	.05810	.000	.6137	1.0053
	7.00	.16687	.05810	.271	-.0290	.3627
	8.00	-.04835	.05810	1.000	-.2442	.1475
	9.00	.44366(*)	.05810	.000	.2478	.6395
	10.00	.95563(*)	.05810	.000	.7598	1.1515
	11.00	.86016(*)	.05810	.000	.6643	1.0560
	12.00	-.12282	.05810	1.000	-.3186	.0730

Symbolic Use of Export Memory
Multiple Comparisons

Dependent Variable: VAR00025

Bonferroni

4.00	1.00	.86177(*)	.05810	.000	.6659	1.0576
	2.00	.02553	.05810	1.000	-.1703	.2213
	3.00	-.01207	.05810	1.000	-.2079	.1838
	5.00	.01240	.05810	1.000	-.1834	.2082
	6.00	.79743(*)	.05810	.000	.6016	.9933
	7.00	.15480	.05810	.511	-.0410	.3506
	8.00	-.06041	.05810	1.000	-.2562	.1354
	9.00	.43160(*)	.05810	.000	.2358	.6274
	10.00	.94356(*)	.05810	.000	.7477	1.1394
	11.00	.84809(*)	.05810	.000	.6523	1.0439
	12.00	-.13488	.05810	1.000	-.3307	.0609
5.00	1.00	.84937(*)	.05810	.000	.6535	1.0452
	2.00	.01312	.05810	1.000	-.1827	.2089
	3.00	-.02447	.05810	1.000	-.2203	.1714
	4.00	-.01240	.05810	1.000	-.2082	.1834
	6.00	.78503(*)	.05810	.000	.5892	.9809
	7.00	.14240	.05810	.943	-.0534	.3382
	8.00	-.07281	.05810	1.000	-.2686	.1230
	9.00	.41920(*)	.05810	.000	.2234	.6150
	10.00	.93116(*)	.05810	.000	.7353	1.1270
	11.00	.83569(*)	.05810	.000	.6399	1.0315
	12.00	-.14728	.05810	.745	-.3431	.0485
6.00	1.00	.06434	.05810	1.000	-.1315	.2602
	2.00	-.77190(*)	.05810	.000	-.9677	-.5761
	3.00	-.80950(*)	.05810	.000	-1.0053	-.6137
	4.00	-.79743(*)	.05810	.000	-.9933	-.6016
	5.00	-.78503(*)	.05810	.000	-.9809	-.5892
	7.00	-.64263(*)	.05810	.000	-.8384	-.4468
	8.00	-.85784(*)	.05810	.000	-1.0537	-.6620
	9.00	-.36583(*)	.05810	.000	-.5617	-.1700
	10.00	.14613	.05810	.788	-.0497	.3420
	11.00	.05066	.05810	1.000	-.1452	.2465
	12.00	-.93231(*)	.05810	.000	-1.1281	-.7365
7.00	1.00	.70697(*)	.05810	.000	.5111	.9028
	2.00	-.12928	.05810	1.000	-.3251	.0665
	3.00	-.16687	.05810	.271	-.3627	.0290
	4.00	-.15480	.05810	.511	-.3506	.0410
	5.00	-.14240	.05810	.943	-.3382	.0534
	6.00	.64263(*)	.05810	.000	.4468	.8384
	8.00	-.21522(*)	.05810	.014	-.4110	-.0194
	9.00	.27679(*)	.05810	.000	.0810	.4726
	10.00	.78876(*)	.05810	.000	.5929	.9846
	11.00	.69329(*)	.05810	.000	.4975	.8891
	12.00	-.28969(*)	.05810	.000	-.4855	-.0939

Symbolic Use of Export Memory
Multiple Comparisons

Dependent Variable: VAR00025

Bonferroni

8.00	1.00	.92218(*)	.05810	.000	.7264	1.1180
	2.00	.08594	.05810	1.000	-.1099	.2818
	3.00	.04835	.05810	1.000	-.1475	.2442
	4.00	.06041	.05810	1.000	-.1354	.2562
	5.00	.07281	.05810	1.000	-.1230	.2686
	6.00	.85784(*)	.05810	.000	.6620	1.0537
	7.00	.21522(*)	.05810	.014	.0194	.4110
	9.00	.49201(*)	.05810	.000	.2962	.6878
	10.00	1.00398(*)	.05810	.000	.8082	1.1998
	11.00	.90851(*)	.05810	.000	.7127	1.1043
	12.00	-.07447	.05810	1.000	-.2703	.1214
9.00	1.00	.43017(*)	.05810	.000	.2343	.6260
	2.00	-.40607(*)	.05810	.000	-.6019	-.2102
	3.00	-.44366(*)	.05810	.000	-.6395	-.2478
	4.00	-.43160(*)	.05810	.000	-.6274	-.2358
	5.00	-.41920(*)	.05810	.000	-.6150	-.2234
	6.00	.36583(*)	.05810	.000	.1700	.5617
	7.00	-.27679(*)	.05810	.000	-.4726	-.0810
	8.00	-.49201(*)	.05810	.000	-.6878	-.2962
	10.00	.51197(*)	.05810	.000	.3161	.7078
	11.00	.41650(*)	.05810	.000	.2207	.6123
	12.00	-.56648(*)	.05810	.000	-.7623	-.3707
10.00	1.00	-.08179	.05810	1.000	-.2776	.1140
	2.00	-.91804(*)	.05810	.000	-1.1139	-.7222
	3.00	-.95563(*)	.05810	.000	-1.1515	-.7598
	4.00	-.94356(*)	.05810	.000	-1.1394	-.7477
	5.00	-.93116(*)	.05810	.000	-1.1270	-.7353
	6.00	-.14613	.05810	.788	-.3420	.0497
	7.00	-.78876(*)	.05810	.000	-.9846	-.5929
	8.00	-1.00398(*)	.05810	.000	-1.1998	-.8082
	9.00	-.51197(*)	.05810	.000	-.7078	-.3161
	11.00	-.09547	.05810	1.000	-.2913	.1004
	12.00	-1.07845(*)	.05810	.000	-1.2743	-.8826
11.00	1.00	.01368	.05810	1.000	-.1821	.2095
	2.00	-.82257(*)	.05810	.000	-1.0184	-.6267
	3.00	-.86016(*)	.05810	.000	-1.0560	-.6643
	4.00	-.84809(*)	.05810	.000	-1.0439	-.6523
	5.00	-.83569(*)	.05810	.000	-1.0315	-.6399
	6.00	-.05066	.05810	1.000	-.2465	.1452
	7.00	-.69329(*)	.05810	.000	-.8891	-.4975
	8.00	-.90851(*)	.05810	.000	-1.1043	-.7127
	9.00	-.41650(*)	.05810	.000	-.6123	-.2207
	10.00	.09547	.05810	1.000	-.1004	.2913
	12.00	-.98298(*)	.05810	.000	-1.1788	-.7872

Symbolic Use of Export Memory
Multiple Comparisons

Dependent Variable: VAR00025
Bonferroni

12.00	1.00	.99665(*)	.05810	.000	.8008	1.1925
	2.00	.16041	.05810	.382	-.0354	.3562
	3.00	.12282	.05810	1.000	-.0730	.3186
	4.00	.13488	.05810	1.000	-.0609	.3307
	5.00	.14728	.05810	.745	-.0485	.3431
	6.00	.93231(*)	.05810	.000	.7365	1.1281
	7.00	.28969(*)	.05810	.000	.0939	.4855
	8.00	.07447	.05810	1.000	-.1214	.2703
	9.00	.56648(*)	.05810	.000	.3707	.7623
	10.00	1.07845(*)	.05810	.000	.8826	1.2743
	11.00	.98298(*)	.05810	.000	.7872	1.1788

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 The export memory we have gathered in the past is often not considered in the making of decisions for which they were initially acquired.
2.00 Export memory is often used to justify decisions really made on the basis of personal instinct.
3.00 Export memory is commonly used to reinforce expectations.
4.00 Export memory is often used to justify decisions already made.
5.00 Export memory is often used to back up hunches, prior to the implementation of an export decision.
6.00 If export memory is difficult to retrieve, guesses are made instead.
7.00 Export memory is usually taken into account to justify the cost and/or effort of having acquired it.
8.00 Export memory often supports decisions made on other grounds.
9.00 We often turn to our export memory to formulate problems about our export market.
10.00 Export memory is often distorted in decision-making.
11.00 Key executives often distort export memory in passing it on.
12.00 Instinct is often combined with export memory when making decisions.

APPENDIX 9.9 Bonferroni Test for Overload

Export Memory Overload Test of Significance
Multiple Comparisons

Dependent Variable: VAR00026
Bonferroni

(I) VAR00021	(J) VAR00021	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	-.01321	.05988	1.000	-.2177	.1913
	3.00	-.05506	.05988	1.000	-.2596	.1495
	4.00	.06714	.05988	1.000	-.1374	.2717
	5.00	.30672(*)	.05988	.000	.1022	.5113
	6.00	.03379	.05988	1.000	-.1707	.2383
	7.00	.26163(*)	.05988	.001	.0571	.4662
	8.00	.30835(*)	.05988	.000	.1038	.5129
	9.00	.01151	.05988	1.000	-.1930	.2160
	10.00	.02837	.05988	1.000	-.1762	.2329
	11.00	.38396(*)	.05988	.000	.1794	.5885
	12.00	.26377(*)	.05988	.001	.0592	.4683
	13.00	.43464(*)	.05988	.000	.2301	.6392
2.00	1.00	.01321	.05988	1.000	-.1913	.2177
	3.00	-.04185	.05988	1.000	-.2464	.1627
	4.00	.08035	.05988	1.000	-.1242	.2849
	5.00	.31993(*)	.05988	.000	.1154	.5245
	6.00	.04700	.05988	1.000	-.1575	.2515
	7.00	.27484(*)	.05988	.000	.0703	.4794
	8.00	.32156(*)	.05988	.000	.1170	.5261
	9.00	.02472	.05988	1.000	-.1798	.2293
	10.00	.04158	.05988	1.000	-.1630	.2461
	11.00	.39717(*)	.05988	.000	.1926	.6017
	12.00	.27698(*)	.05988	.000	.0724	.4815
	13.00	.44785(*)	.05988	.000	.2433	.6524
3.00	1.00	.05506	.05988	1.000	-.1495	.2596
	2.00	.04185	.05988	1.000	-.1627	.2464
	4.00	.12220	.05988	1.000	-.0823	.3267
	5.00	.36178(*)	.05988	.000	.1573	.5663
	6.00	.08886	.05988	1.000	-.1157	.2934
	7.00	.31669(*)	.05988	.000	.1122	.5212
	8.00	.36341(*)	.05988	.000	.1589	.5679
	9.00	.06657	.05988	1.000	-.1380	.2711
	10.00	.08343	.05988	1.000	-.1211	.2880
	11.00	.43903(*)	.05988	.000	.2345	.6436
	12.00	.31883(*)	.05988	.000	.1143	.5234
	13.00	.48971(*)	.05988	.000	.2852	.6942

Export Memory Overload Test of Significance
Multiple Comparisons

Dependent Variable: VAR00026
Bonferroni

4.00	1.00	-.06714	.05988	1.000	-.2717	.1374
	2.00	-.08035	.05988	1.000	-.2849	.1242
	3.00	-.12220	.05988	1.000	-.3267	.0823
	5.00	.23958(*)	.05988	.005	.0351	.4441
	6.00	-.03335	.05988	1.000	-.2379	.1712
	7.00	.19449	.05988	.091	-.0100	.3990
	8.00	.24121(*)	.05988	.004	.0367	.4457
	9.00	-.05563	.05988	1.000	-.2602	.1489
	10.00	-.03877	.05988	1.000	-.2433	.1658
	11.00	.31682(*)	.05988	.000	.1123	.5214
	12.00	.19663	.05988	.080	-.0079	.4012
	13.00	.36750(*)	.05988	.000	.1630	.5720
5.00	1.00	-.30672(*)	.05988	.000	-.5113	-.1022
	2.00	-.31993(*)	.05988	.000	-.5245	-.1154
	3.00	-.36178(*)	.05988	.000	-.5663	-.1573
	4.00	-.23958(*)	.05988	.005	-.4441	-.0351
	6.00	-.27293(*)	.05988	.000	-.4775	-.0684
	7.00	-.04509	.05988	1.000	-.2496	.1594
	8.00	.00163	.05988	1.000	-.2029	.2062
	9.00	-.29521(*)	.05988	.000	-.4997	-.0907
	10.00	-.27836(*)	.05988	.000	-.4829	-.0738
	11.00	.07724	.05988	1.000	-.1273	.2818
	12.00	-.04295	.05988	1.000	-.2475	.1616
	13.00	.12792	.05988	1.000	-.0766	.3325
6.00	1.00	-.03379	.05988	1.000	-.2383	.1707
	2.00	-.04700	.05988	1.000	-.2515	.1575
	3.00	-.08886	.05988	1.000	-.2934	.1157
	4.00	.03335	.05988	1.000	-.1712	.2379
	5.00	.27293(*)	.05988	.000	.0684	.4775
	7.00	.22783(*)	.05988	.011	.0233	.4324
	8.00	.27456(*)	.05988	.000	.0700	.4791
	9.00	-.02228	.05988	1.000	-.2268	.1822
	10.00	-.00543	.05988	1.000	-.2100	.1991
	11.00	.35017(*)	.05988	.000	.1456	.5547
	12.00	.22998(*)	.05988	.010	.0254	.4345
	13.00	.40085(*)	.05988	.000	.1963	.6054

Export Memory Overload Test of Significance
Multiple Comparisons

Dependent Variable: VAR00026
Bonferroni

7.00	1.00	-.26163(*)	.05988	.001	-.4662	-.0571
	2.00	-.27484(*)	.05988	.000	-.4794	-.0703
	3.00	-.31669(*)	.05988	.000	-.5212	-.1122
	4.00	-.19449	.05988	.091	-.3990	.0100
	5.00	.04509	.05988	1.000	-.1594	.2496
	6.00	-.22783(*)	.05988	.011	-.4324	-.0233
	8.00	.04672	.05988	1.000	-.1578	.2513
	9.00	-.25012(*)	.05988	.002	-.4547	-.0456
	10.00	-.23326(*)	.05988	.008	-.4378	-.0287
	11.00	.12234	.05988	1.000	-.0822	.3269
	12.00	.00214	.05988	1.000	-.2024	.2067
	13.00	.17302	.05988	.302	-.0315	.3775
8.00	1.00	-.30835(*)	.05988	.000	-.5129	-.1038
	2.00	-.32156(*)	.05988	.000	-.5261	-.1170
	3.00	-.36341(*)	.05988	.000	-.5679	-.1589
	4.00	-.24121(*)	.05988	.004	-.4457	-.0367
	5.00	-.00163	.05988	1.000	-.2062	.2029
	6.00	-.27456(*)	.05988	.000	-.4791	-.0700
	7.00	-.04672	.05988	1.000	-.2513	.1578
	9.00	-.29684(*)	.05988	.000	-.5014	-.0923
	10.00	-.27998(*)	.05988	.000	-.4845	-.0755
	11.00	.07561	.05988	1.000	-.1289	.2801
	12.00	-.04458	.05988	1.000	-.2491	.1600
	13.00	.12629	.05988	1.000	-.0782	.3308
9.00	1.00	-.01151	.05988	1.000	-.2160	.1930
	2.00	-.02472	.05988	1.000	-.2293	.1798
	3.00	-.06657	.05988	1.000	-.2711	.1380
	4.00	.05563	.05988	1.000	-.1489	.2602
	5.00	.29521(*)	.05988	.000	.0907	.4997
	6.00	.02228	.05988	1.000	-.1822	.2268
	7.00	.25012(*)	.05988	.002	.0456	.4547
	8.00	.29684(*)	.05988	.000	.0923	.5014
	10.00	.01686	.05988	1.000	-.1877	.2214
	11.00	.37245(*)	.05988	.000	.1679	.5770
	12.00	.25226(*)	.05988	.002	.0477	.4568
	13.00	.42313(*)	.05988	.000	.2186	.6277

Export Memory Overload Test of Significance
Multiple Comparisons

Dependent Variable: VAR00026

Bonferroni

10.00	1.00	-.02837	.05988	1.000	-.2329	.1762
	2.00	-.04158	.05988	1.000	-.2461	.1630
	3.00	-.08343	.05988	1.000	-.2880	.1211
	4.00	.03877	.05988	1.000	-.1658	.2433
	5.00	.27836(*)	.05988	.000	.0738	.4829
	6.00	.00543	.05988	1.000	-.1991	.2100
	7.00	.23326(*)	.05988	.008	.0287	.4378
	8.00	.27998(*)	.05988	.000	.0755	.4845
	9.00	-.01686	.05988	1.000	-.2214	.1877
	11.00	.35560(*)	.05988	.000	.1511	.5601
	12.00	.23541(*)	.05988	.007	.0309	.4399
	13.00	.40628(*)	.05988	.000	.2017	.6108
11.00	1.00	-.38396(*)	.05988	.000	-.5885	-.1794
	2.00	-.39717(*)	.05988	.000	-.6017	-.1926
	3.00	-.43903(*)	.05988	.000	-.6436	-.2345
	4.00	-.31682(*)	.05988	.000	-.5214	-.1123
	5.00	-.07724	.05988	1.000	-.2818	.1273
	6.00	-.35017(*)	.05988	.000	-.5547	-.1456
	7.00	-.12234	.05988	1.000	-.3269	.0822
	8.00	-.07561	.05988	1.000	-.2801	.1289
	9.00	-.37245(*)	.05988	.000	-.5770	-.1679
	10.00	-.35560(*)	.05988	.000	-.5601	-.1511
	12.00	-.12019	.05988	1.000	-.3247	.0843
	13.00	.05068	.05988	1.000	-.1539	.2552
12.00	1.00	-.26377(*)	.05988	.001	-.4683	-.0592
	2.00	-.27698(*)	.05988	.000	-.4815	-.0724
	3.00	-.31883(*)	.05988	.000	-.5234	-.1143
	4.00	-.19663	.05988	.080	-.4012	.0079
	5.00	.04295	.05988	1.000	-.1616	.2475
	6.00	-.22998(*)	.05988	.010	-.4345	-.0254
	7.00	-.00214	.05988	1.000	-.2067	.2024
	8.00	.04458	.05988	1.000	-.1600	.2491
	9.00	-.25226(*)	.05988	.002	-.4568	-.0477
	10.00	-.23541(*)	.05988	.007	-.4399	-.0309
	11.00	.12019	.05988	1.000	-.0843	.3247
	13.00	.17087	.05988	.338	-.0337	.3754

Export Memory Overload Test of Significance
Multiple Comparisons

Dependent Variable: VAR00026
Bonferroni

13.00	1.00	-.43464(*)	.05988	.000	-.6392	-.2301
	2.00	-.44785(*)	.05988	.000	-.6524	-.2433
	3.00	-.48971(*)	.05988	.000	-.6942	-.2852
	4.00	-.36750(*)	.05988	.000	-.5720	-.1630
	5.00	-.12792	.05988	1.000	-.3325	.0766
	6.00	-.40085(*)	.05988	.000	-.6054	-.1963
	7.00	-.17302	.05988	.302	-.3775	.0315
	8.00	-.12629	.05988	1.000	-.3308	.0782
	9.00	-.42313(*)	.05988	.000	-.6277	-.2186
	10.00	-.40628(*)	.05988	.000	-.6108	-.2017
	11.00	-.05068	.05988	1.000	-.2552	.1539
	12.00	-.17087	.05988	.338	-.3754	.0337

* The mean difference is significant at the .05 level.

The highlighted numbers in the table correspond to the following items.

1.00 We usually find ourselves with more export memory than what we could efficiently handle .
2.00 We feel overwhelmed by the amount of export memory we have.
3.00 The export memory we have often exceeds the capacity of our systems to process them into usable information.
4.00 The amount of export memory we have is more than what we could actually use.
5.00 We experience difficulties in planning adequately due to an overload of export memory.
6.00 We normally have more export memory than what we actually need.
7.00 We have so much export memory, we encounter problems in dealing with it all.
8.00 We have too much export memory that hampers quick decisions and causes numerous organizational problems.
9.00 Decision-making can become difficult as a result of too much export memory.
10.00 We often find ourselves with less export memory than what we actually need.
11.00 We find it easy to handle all the export memory that we have.
12.00 We usually have just the right amount of export memory in our organization.
13.00 We never find ourselves overloaded with export memory

APPENDIX 9.10 Factor Analysis for Export Memory Overload

Communalities

	Initial	Extraction
q8.6	.305	.361
q8.7	.396	.379
q8.11	.110	.124
q8.14	.435	.556
q8.16	.467	.510
q8.20	.626	.714
q8.21	.541	.603
q8.26	.543	.626
q8.28	.539	.570
q8.31	.205	.455
q8.37	.504	.549
q8.43	.177	.238
q8.48	.118	.127

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.869	37.451	37.451	4.421	34.011	34.011	3.240	24.924	24.924
2	1.574	12.111	49.562	.967	7.438	41.449	1.753	13.484	38.408
3	1.130	8.694	58.256	.423	3.253	44.701	.818	6.293	44.701
4	.915	7.035	65.291						
5	.773	5.943	71.234						
6	.708	5.446	76.679						
7	.643	4.942	81.622						
8	.539	4.144	85.765						
9	.441	3.390	89.155						
10	.393	3.026	92.181						
11	.368	2.830	95.011						
12	.358	2.754	97.765						
13	.291	2.235	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor		
	1	2	3
q8.20	.825		
q8.26	.754		
q8.28	.752		
q8.21	.741		
q8.37	.702		
q8.16	.669		
q8.7	.615		
q8.14	.592	-.389	
q8.6	.483		
q8.31		.582	
q8.43			
q8.11			
q8.48			

Extraction Method: Principal Axis Factoring.

a. 3 factors extracted. 19 iterations required.

Rotated Factor Matrix[a]

	Factor		
	1	2	3
q8.20	.788		
q8.14	.705		
q8.16	.695		
q8.28	.666		
q8.21	.550	.542	
q8.7	.511		
q8.26	.537	.579	
q8.37	.468	.574	
q8.6		.558	
q8.48		-.356	
q8.31			.646
q8.43			.433
q8.11			

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Factor Transformation Matrix

Factor	1	2	3
1	.834	.538	-.121
2	-.250	.564	.787
3	.491	-.627	.605

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.6	.305	.361
q8.7	.396	.379
q8.11	.110	.124
q8.14	.435	.556
q8.16	.467	.510
q8.20	.626	.714
q8.21	.541	.603
q8.26	.543	.626
q8.28	.539	.570
q8.31	.205	.455
q8.37	.504	.549
q8.43	.177	.238
q8.48	.118	.127

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.869	37.451	37.451	4.421	34.011	34.011	4.124
2	1.574	12.111	49.562	.967	7.438	41.449	.917
3	1.130	8.694	58.256	.423	3.253	44.701	2.290
4	.915	7.035	65.291				
5	.773	5.943	71.234				
6	.708	5.446	76.679				
7	.643	4.942	81.622				
8	.539	4.144	85.765				
9	.441	3.390	89.155				
10	.393	3.026	92.181				
11	.368	2.830	95.011				
12	.358	2.754	97.765				
13	.291	2.235	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor Matrix[a]

	Factor		
	1	2	3
q8.20	.825		
q8.26	.754		
q8.28	.752		
q8.21	.741		
q8.37	.702		
q8.16	.669		
q8.7	.615		
q8.14	.592		
q8.6	.483		
q8.31		.582	
q8.43			
q8.11			
q8.48			

Extraction Method: Principal Axis Factoring.

a. 3 factors extracted. 19 iterations required.

Pattern Matrix[a]

	Factor		
	1	2	3
q8.20	.818		
q8.14	.766		
q8.16	.740		
q8.28	.670		
q8.21	.527		
q8.26	.502		-.438
q8.7	.499		
q8.31		.633	
q8.43		.427	
q8.11			
q8.6			-.522
q8.37	.417		-.462
q8.48			

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Structure Matrix

	Factor		
	1	2	3
q8.20	.843		-.407
q8.28	.741		-.437
q8.16	.712		
q8.14	.685		
q8.26	.670		-.656
q8.21	.668		-.623
q8.7	.591		
q8.31		.663	
q8.43		.441	
q8.11			
q8.37	.611		-.636
q8.6			-.586
q8.48			

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Factor Correlation Matrix

Factor	1	2	3
1	1.000	-.181	-.418
2	-.181	1.000	-.099
3	-.418	-.099	1.000

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.6	.304	.283
q8.7	.395	.382
q8.11	.094	.114
q8.14	.428	.464
q8.16	.466	.460
q8.20	.626	.686
q8.21	.538	.607
q8.26	.542	.626
q8.28	.537	.574
q8.31	.205	.344
q8.37	.490	.506
q8.43	.172	.171

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.831	40.256	40.256	4.361	36.340	36.340	4.307
2	1.534	12.786	53.042	.857	7.138	43.478	1.097
3	.961	8.008	61.050				
4	.870	7.247	68.296				
5	.733	6.112	74.408				
6	.661	5.511	79.918				
7	.542	4.519	84.437				
8	.449	3.744	88.181				
9	.394	3.279	91.461				
10	.370	3.080	94.541				
11	.363	3.026	97.567				
12	.292	2.433	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor Matrix[a]

	Factor	
	1	2
q8.20	.824	
q8.28	.757	
q8.26	.754	
q8.21	.741	
q8.37	.692	
q8.16	.665	
q8.7	.617	
q8.14	.587	
q8.6	.472	
q8.31		.548
q8.11		
q8.43		

Extraction Method: Principal Axis Factoring.

a. 2 factors extracted. 9 iterations required.

Pattern Matrix[a]

	Factor	
	1	2
q8.26	.799	
q8.21	.786	
q8.20	.780	
q8.28	.729	
q8.37	.718	
q8.16	.614	
q8.7	.592	
q8.6	.525	
q8.14	.481	-.419
q8.31		.576
q8.43		
q8.11		

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Structure Matrix

	Factor	
	1	2
q8.20	.807	
q8.26	.778	
q8.21	.765	
q8.28	.747	
q8.37	.707	
q8.16	.644	
q8.7	.608	
q8.14	.540	-.487
q8.6	.499	
q8.31		.584
q8.43		
q8.11		

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Factor Correlation Matrix

Factor	1	2
1	1.000	-.141
2	-.141	1.000

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.6	.304	.319
q8.7	.395	.381
q8.14	.427	.529
q8.16	.456	.463
q8.20	.626	.691
q8.21	.535	.603
q8.26	.538	.629
q8.28	.536	.573
q8.31	.186	.257
q8.37	.489	.515
q8.43	.159	.141

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.828	43.889	43.889	4.365	39.683	39.683	4.130
2	1.378	12.528	56.417	.736	6.687	46.370	1.968
3	.951	8.643	65.060				
4	.741	6.735	71.795				
5	.666	6.056	77.851				
6	.544	4.948	82.799				
7	.470	4.270	87.069				
8	.394	3.579	90.648				
9	.370	3.367	94.015				
10	.366	3.327	97.343				
11	.292	2.657	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor Matrix[a]

	Factor	
	1	2
q8.20	.824	
q8.28	.756	
q8.26	.753	
q8.21	.739	
q8.37	.692	
q8.16	.667	
q8.7	.617	
q8.14	.597	-.416
q8.6	.474	
q8.43		
q8.31		.464

Extraction Method: Principal Axis Factoring.

a. 2 factors extracted. 7 iterations required.

Pattern Matrix[a]

	Factor	
	1	2
q8.26	.811	
q8.21	.792	
q8.37	.720	
q8.20	.650	
q8.28	.632	
q8.6	.604	
q8.7	.517	
q8.16	.496	
q8.14		-.593
q8.31		.536
q8.43		

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Structure Matrix

	Factor	
	1	2
q8.26	.792	
q8.21	.775	
q8.20	.770	-.568
q8.28	.721	-.474
q8.37	.718	
q8.16	.610	-.498
q8.7	.588	
q8.6	.537	
q8.14	.471	-.686
q8.31		.497
q8.43		

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.6	.304	.345
q8.7	.393	.377
q8.14	.421	.581
q8.16	.451	.500
q8.20	.626	.709
q8.21	.530	.601
q8.26	.538	.633
q8.28	.534	.569
q8.31	.123	.145
q8.37	.489	.520

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.745	47.454	47.454	4.303	43.026	43.026	4.021
2	1.259	12.594	60.048	.677	6.774	49.800	2.001
3	.824	8.244	68.292				
4	.702	7.022	75.314				
5	.553	5.528	80.842				
6	.485	4.854	85.696				
7	.399	3.990	89.686				
8	.370	3.704	93.390				
9	.366	3.661	97.051				
10	.295	2.949	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor Matrix[a]

	Factor	
	1	2
q8.20	.828	
q8.26	.756	
q8.28	.753	
q8.21	.738	
q8.37	.693	
q8.16	.676	
q8.7	.614	
q8.14	.597	-.474
q8.6	.480	
q8.31		

Extraction Method: Principal Axis Factoring.

a. 2 factors extracted. 11 iterations required.

Pattern Matrix[a]

	Factor	
	1	2
q8.26	.806	
q8.21	.783	
q8.37	.721	
q8.6	.628	
q8.28	.613	
q8.20	.607	-.405
q8.7	.507	
q8.16	.442	-.416
q8.14		-.665
q8.31		

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Structure Matrix

	Factor	
	1	2
q8.26	.795	
q8.21	.775	
q8.20	.752	-.622
q8.37	.721	
q8.28	.710	-.492
q8.16	.591	-.575
q8.7	.582	
q8.6	.555	
q8.14	.442	-.738
q8.31		

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Factor Correlation Matrix

Factor	1	2
1	1.000	-.358
2	-.358	1.000

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.6	.303	.375
q8.7	.392	.374
q8.14	.391	.511
q8.16	.451	.529
q8.20	.625	.726
q8.21	.519	.580
q8.26	.537	.638
q8.28	.529	.566
q8.37	.487	.524

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.709	52.328	52.328	4.270	47.444	47.444	3.544
2	1.059	11.769	64.097	.555	6.167	53.611	3.444
3	.730	8.115	72.212				
4	.559	6.213	78.426				
5	.486	5.403	83.829				
6	.402	4.464	88.292				
7	.389	4.320	92.613				
8	.369	4.103	96.716				
9	.296	3.284	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor Matrix[a]

	Factor	
	1	2
q8.20	.829	
q8.26	.761	
q8.28	.750	
q8.21	.741	
q8.37	.696	
q8.16	.678	
q8.7	.611	
q8.14	.578	-.420
q8.6	.488	

Extraction Method: Principal Axis Factoring.

a. 2 factors extracted. 9 iterations required.

Pattern Matrix[a]

	Factor	
	1	2
q8.26	.704	
q8.6	.685	
q8.37	.622	
q8.21	.621	
q8.14		-.778
q8.20		-.667
q8.16		-.659
q8.28		-.470
q8.7		

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 14 iterations.

Structure Matrix

	Factor	
	1	2
q8.26	.790	-.557
q8.21	.742	-.570
q8.37	.713	-.519
q8.6	.602	
q8.20	.657	-.824
q8.16	.492	-.722
q8.14		-.708
q8.28	.648	-.688
q8.7	.542	-.546

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Factor Correlation Matrix

Factor	1	2
1	1.000	-.582
2	-.582	1.000

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.6	.268	.347
q8.14	.381	.500
q8.16	.451	.545
q8.20	.616	.719
q8.21	.518	.590
q8.26	.531	.639
q8.28	.508	.549
q8.37	.479	.559

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.317	53.966	53.966	3.898	48.729	48.729	3.242
2	1.059	13.241	67.207	.549	6.863	55.592	3.112
3	.593	7.406	74.613				
4	.500	6.255	80.868				
5	.450	5.631	86.499				
6	.398	4.971	91.470				
7	.387	4.834	96.304				
8	.296	3.696	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor Matrix[a]

	Factor	
	1	2
q8.20	.824	
q8.26	.762	
q8.21	.747	
q8.28	.739	
q8.37	.718	
q8.16	.684	
q8.14	.572	-.416
q8.6	.471	

Extraction Method: Principal Axis Factoring.

a. 2 factors extracted. 9 iterations required.

Pattern Matrix[a]

	Factor	
	1	2
q8.26	.705	
q8.6	.654	
q8.37	.646	
q8.21	.630	
q8.14		-.762
q8.16		-.670
q8.20		-.660
q8.28		-.460

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Structure Matrix

	Factor	
	1	2
q8.26	.790	-.551
q8.21	.749	-.568
q8.37	.736	-.527
q8.6	.579	
q8.20	.651	-.817
q8.16	.492	-.732
q8.14		-.702
q8.28	.637	-.674

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Factor Correlation Matrix

Factor	1	2
1	1.000	-.570
2	-.570	1.000

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Communalities

	Initial	Extraction
q8.6	.254	.237
q8.16	.415	.411
q8.20	.570	.624
q8.21	.517	.585
q8.26	.529	.592
q8.28	.508	.555
q8.37	.479	.535

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.003	57.188	57.188	3.537	50.528	50.528
2	.870	12.423	69.611			
3	.554	7.916	77.527			
4	.457	6.536	84.063			
5	.400	5.719	89.782			
6	.388	5.538	95.320			
7	.328	4.680	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor
	1
q8.20	.790
q8.26	.769
q8.21	.765
q8.28	.745
q8.37	.731
q8.16	.641
q8.6	.486

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.

Appendix 9.11 Factor Analysis for environmental turbulence

Communalities

	Initial	Extraction
q9.1	.442	.561
q9.2	.421	.491
q9.3	.266	.427
q9.4	.249	.305
q9.5	.396	.461
q9.6	.512	.531
q9.7	.494	.533
q9.8	.450	.509
q9.9	.515	.546
q9.10	.460	.495
q9.11	.185	.229
q9.12	.405	.389
q9.13	.384	.431
q9.14	.474	.527
q9.15	.211	.160
q9.16	.322	.366
q9.17	.376	.406
q9.18	.478	.518
q9.19	.558	.637
q9.20	.550	.528
q9.21	.205	.213
q10.1	.483	.525
q10.2	.513	.537
q10.3	.478	.525
q10.4	.482	.491
q10.5	.376	.380
q10.6	.619	.642
q10.7	.679	.789
q10.8	.533	.565

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.036	20.813	20.813	5.530	19.069	19.069	4.332	14.937	14.937
2	4.381	15.107	35.920	3.940	13.586	32.654	3.875	13.361	28.298
3	2.030	6.999	42.918	1.511	5.210	37.864	1.652	5.695	33.993
4	1.410	4.863	47.782	.823	2.839	40.703	1.241	4.281	38.273
5	1.332	4.595	52.376	.753	2.598	43.301	1.193	4.114	42.387
6	1.185	4.086	56.463	.691	2.381	45.683	.796	2.746	45.133
7	1.040	3.585	60.048	.469	1.619	47.302	.629	2.168	47.302
8	.921	3.177	63.225						
9	.913	3.148	66.373						
10	.808	2.788	69.161						
11	.770	2.656	71.816						
12	.747	2.577	74.393						
13	.670	2.310	76.703						
14	.623	2.148	78.852						
15	.598	2.062	80.914						
16	.573	1.974	82.888						
17	.527	1.817	84.706						
18	.494	1.702	86.408						
19	.474	1.635	88.043						
20	.454	1.564	89.608						
21	.432	1.489	91.097						
22	.422	1.454	92.551						
23	.385	1.327	93.878						
24	.377	1.301	95.179						
25	.347	1.196	96.375						
26	.299	1.032	97.407						
27	.292	1.007	98.414						
28	.259	.892	99.306						
29	.201	.694	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor						
	1	2	3	4	5	6	7
q9.10	.662						
q9.19	.621						
q9.7	.616						
q9.9	.606						
q9.6	.604						
q9.12	.601						
q9.20	.600						
q9.8	.583						
q9.17	.567						
q9.18	.567						
q9.14	.562			.428			
q9.5	.462		.449				
q9.16	.401						
q9.15							
q9.21							
q10.7		.769					
q10.6		.717					
q10.8		.673					
q10.2		.664					
q10.4		.662					
q10.1		.605					
q10.3		.551					
q10.5		.546					
q9.1	.439		.558				
q9.2			.514				
q9.13	.452			.458			
q9.11							
q9.4							
q9.3							-.402

Extraction Method: Principal Axis Factoring.

a. 7 factors extracted. 21 iterations required.

Rotated Factor Matrix[a]

	Factor						
	1	2	3	4	5	6	7
q9.9	.724						
q9.6	.700						
q9.20	.677						
q9.18	.652						
q9.19	.649						
q9.8	.630						
q9.7	.591						
q9.10	.583						
q9.12	.573						
q9.15							
q10.7		.799					
q10.6		.751					
q10.8		.719					
q10.2		.687					
q10.4		.679					
q10.3		.617					
q10.1		.616					
q10.5		.579					
q9.1			.630				
q9.2			.603				
q9.5			.553				
q9.4			.477				
q9.14				.582			
q9.13				.571			
q9.16					.426		
q9.21							
q9.17							
q9.11							
q9.3						.594	

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Factor Transformation Matrix

Factor	1	2	3	4	5	6	7
1	.811	.246	.291	.296	.274	.185	.016
2	-.314	.939	.035	-.040	.124	-.045	-.007
3	-.397	-.183	.814	.030	.260	.275	-.045
4	-.256	-.034	-.129	.953	-.064	-.060	-.033
5	.132	.132	.433	.027	-.857	-.202	-.044
6	-.056	.042	-.077	.023	-.201	.498	.837
7	.020	-.066	.205	.018	.251	-.772	.542

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q9.1	.442	.577
q9.2	.421	.508
q9.3	.264	.382
q9.4	.232	.248
q9.5	.396	.469
q9.6	.504	.513
q9.7	.491	.539
q9.8	.449	.520
q9.9	.511	.531
q9.10	.459	.497
q9.12	.404	.381
q9.13	.384	.478
q9.14	.474	.547
q9.15	.211	.158
q9.16	.316	.355
q9.17	.376	.409
q9.18	.477	.527
q9.19	.558	.662
q9.20	.548	.570
q9.21	.175	.162
q10.1	.483	.527
q10.2	.509	.540
q10.3	.478	.542
q10.4	.479	.488
q10.5	.372	.378
q10.6	.618	.646
q10.7	.677	.814
q10.8	.533	.561

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.036	21.556	21.556	5.536	19.771	19.771	3.905	13.948	13.948
2	4.325	15.445	37.001	3.895	13.909	33.681	3.649	13.031	26.979
3	2.025	7.232	44.232	1.511	5.397	39.077	1.677	5.988	32.967
4	1.333	4.760	48.993	.839	2.996	42.073	1.438	5.137	38.104
5	1.206	4.308	53.301	.695	2.481	44.554	1.361	4.859	42.963
6	1.173	4.188	57.488	.598	2.135	46.689	.864	3.085	46.048
7	1.025	3.661	61.149	.456	1.628	48.317	.635	2.269	48.317
8	.917	3.274	64.422						
9	.894	3.194	67.616						
10	.808	2.886	70.502						
11	.749	2.674	73.177						
12	.691	2.468	75.644						
13	.623	2.226	77.870						
14	.614	2.192	80.062						
15	.573	2.048	82.109						
16	.541	1.933	84.043						
17	.508	1.814	85.857						
18	.475	1.697	87.553						
19	.458	1.635	89.188						
20	.435	1.552	90.740						
21	.422	1.507	92.247						
22	.385	1.376	93.624						
23	.378	1.351	94.975						
24	.351	1.254	96.228						
25	.301	1.075	97.303						
26	.295	1.052	98.355						
27	.259	.924	99.279						
28	.202	.721	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor						
	1	2	3	4	5	6	7
q9.10	.661						
q9.19	.624						
q9.7	.617						
q9.20	.605						
q9.9	.605						
q9.6	.603						
q9.12	.601						
q9.8	.584						
q9.18	.568						
q9.17	.567						
q9.14	.564			.425			
q9.5	.462		.452				
q9.16							
q9.15							
q9.21							
q10.7		.775					
q10.6		.722					
q10.8		.677					
q10.2		.662					
q10.4		.659					
q10.1		.608					
q10.3		.553					
q10.5		.552					
q9.1	.440		.566				
q9.2			.525				
q9.4							
q9.13	.456			.469			
q9.3							

Extraction Method: Principal Axis Factoring.

a. 7 factors extracted. 13 iterations required.

Rotated Factor Matrix[a]

	Factor						
	1	2	3	4	5	6	7
q10.7	.780						
q10.6	.732						
q10.8	.709						
q10.2	.706						
q10.4	.687						
q10.3	.645						
q10.1	.638						
q10.5	.580						
q9.19		.739					
q9.20		.738					
q9.18		.693					
q9.9		.665					
q9.6		.613					
q9.12		.528					
q9.10		.467	.400				
q9.7		.425	.583				
q9.8		.466	.535				
q9.16							
q9.17							
q9.21							
q9.15							
q9.1				.595		.406	
q9.2				.591			
q9.5				.532			
q9.4				.455			
q9.14					.627		
q9.13					.613		
q9.3						.561	

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Factor Transformation Matrix

Factor	1	2	3	4	5	6	7
1	.253	.720	.444	.237	.341	.218	.022
2	.949	-.299	-.031	.058	-.028	-.066	-.030
3	-.158	-.456	.161	.784	.114	.321	.098
4	-.029	-.074	-.441	.002	.851	-.133	-.240
5	.090	.210	-.594	.035	-.038	.362	.679
6	.029	.361	-.468	.503	-.374	-.189	-.471
7	-.033	.059	.102	.267	.069	-.813	.498

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q9.1	.439	.532
q9.2	.413	.537
q9.3	.264	.185
q9.4	.225	.201
q9.5	.393	.426
q9.6	.502	.507
q9.7	.490	.564
q9.8	.446	.500
q9.9	.503	.520
q9.10	.458	.470
q9.12	.398	.385
q9.13	.383	.458
q9.14	.471	.561
q9.16	.291	.291
q9.17	.374	.409
q9.18	.476	.536
q9.19	.556	.588
q9.20	.547	.556
q9.21	.170	.154
q10.1	.476	.514
q10.2	.509	.539
q10.3	.474	.548
q10.4	.473	.481
q10.5	.369	.378
q10.6	.617	.637
q10.7	.677	.823
q10.8	.531	.553

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.948	22.029	22.029	5.438	20.140	20.140	3.874	14.347	14.347
2	4.308	15.956	37.984	3.875	14.351	34.491	3.722	13.784	28.130
3	2.011	7.448	45.432	1.470	5.445	39.936	1.865	6.906	35.036
4	1.318	4.883	50.314	.831	3.077	43.014	1.352	5.007	40.043
5	1.177	4.360	54.675	.658	2.436	45.449	1.351	5.004	45.047
6	1.167	4.322	58.996	.582	2.155	47.604	.690	2.557	47.604
7	.962	3.563	62.560						
8	.895	3.315	65.874						
9	.839	3.107	68.982						
10	.763	2.826	71.808						
11	.695	2.576	74.383						
12	.623	2.309	76.692						
13	.619	2.292	78.984						
14	.590	2.185	81.169						
15	.542	2.006	83.175						
16	.515	1.909	85.084						
17	.494	1.829	86.913						
18	.459	1.701	88.613						
19	.451	1.669	90.283						
20	.435	1.609	91.892						
21	.392	1.453	93.345						
22	.378	1.402	94.747						
23	.352	1.304	96.050						
24	.309	1.143	97.194						
25	.296	1.098	98.292						
26	.259	.960	99.252						
27	.202	.748	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor					
	1	2	3	4	5	6
q9.10	.656					
q9.7	.620					
q9.19	.617					
q9.20	.605					
q9.12	.604					
q9.9	.598					
q9.6	.596					
q9.8	.575					
q9.17	.569					
q9.18	.565					
q9.14	.563			.431		
q9.5	.460		.455			
q9.16						
q9.3						
q9.21						
q10.7		.772				
q10.6		.717				
q10.8		.669				
q10.2		.656				
q10.4		.652				
q10.1		.600				
q10.5		.550				
q10.3		.546				
q9.1	.431		.557			
q9.2			.545			
q9.4						
q9.13	.454			.462		

Extraction Method: Principal Axis Factoring.

a. 6 factors extracted. 11 iterations required.

Rotated Factor Matrix[a]

	Factor					
	1	2	3	4	5	6
q10.7	.765					.462
q10.6	.719					
q10.2	.712					
q10.8	.703					
q10.4	.682					
q10.3	.654					
q10.1	.646					
q10.5	.580					
q9.20		.731				
q9.19		.702				
q9.18		.700				
q9.9		.687				
q9.6		.629				
q9.12		.537				
q9.10		.495				
q9.2			.710			
q9.1			.699			
q9.5			.541			
q9.16						
q9.4						
q9.3						
q9.14				.638		
q9.13				.614		
q9.17						
q9.7		.429			.593	
q9.8		.495			.499	
q9.21						

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Factor Transformation Matrix

Factor	1	2	3	4	5	6
1	.274	.733	.353	.347	.376	-.035
2	.939	-.325	.017	-.042	-.017	.102
3	-.163	-.447	.870	.095	.085	-.013
4	-.041	-.101	-.106	.830	-.405	.352
5	.122	.171	.163	.022	-.661	-.701
6	.019	.342	.284	-.423	-.499	.611

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q9.1	.436	.528
q9.2	.410	.537
q9.3	.263	.184
q9.4	.217	.199
q9.5	.376	.411
q9.6	.501	.508
q9.7	.486	.561
q9.8	.445	.505
q9.9	.503	.514
q9.10	.458	.481
q9.12	.398	.385
q9.13	.383	.459
q9.14	.471	.565
q9.16	.289	.278
q9.17	.372	.393
q9.18	.474	.534
q9.19	.556	.612
q9.20	.547	.583
q10.1	.475	.521
q10.2	.509	.551
q10.3	.469	.535
q10.4	.473	.482
q10.5	.364	.371
q10.6	.616	.637
q10.7	.677	.827
q10.8	.531	.553

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.870	22.577	22.577	5.367	20.643	20.643	3.835	14.750	14.750
2	4.276	16.445	39.022	3.849	14.802	35.445	3.278	12.609	27.359
3	2.007	7.720	46.741	1.465	5.634	41.079	1.939	7.458	34.817
4	1.301	5.002	51.743	.821	3.158	44.237	1.551	5.965	40.782
5	1.174	4.516	56.260	.649	2.497	46.734	1.407	5.413	46.195
6	1.084	4.169	60.429	.561	2.159	48.893	.702	2.698	48.893
7	.962	3.700	64.129						
8	.839	3.228	67.357						
9	.796	3.062	70.419						
10	.712	2.740	73.159						
11	.656	2.525	75.684						
12	.619	2.381	78.065						
13	.594	2.286	80.351						
14	.542	2.083	82.434						
15	.515	1.982	84.416						
16	.496	1.908	86.324						
17	.462	1.776	88.100						
18	.451	1.733	89.833						
19	.437	1.682	91.515						
20	.397	1.527	93.042						
21	.390	1.501	94.542						
22	.352	1.354	95.896						
23	.309	1.187	97.084						
24	.297	1.141	98.224						
25	.260	.998	99.222						
26	.202	.778	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor					
	1	2	3	4	5	6
q9.10	.660					
q9.19	.630					
q9.7	.618					
q9.20	.616					
q9.12	.609					
q9.9	.606					
q9.6	.605					
q9.8	.578					
q9.18	.578					
q9.14	.568			-.436		
q9.17	.564					
q9.13	.460			-.457		
q9.5	.451		.449			
q9.16						
q9.3						
q10.7		.780				
q10.6		.724				
q10.8		.678				
q10.2		.667				
q10.4		.657				
q10.1		.609				
q10.3		.552				
q10.5		.550				
q9.1	.429		.560			
q9.2			.551			
q9.4						

Extraction Method: Principal Axis Factoring.

a. 6 factors extracted. 12 iterations required.

Rotated Factor Matrix[a]

	Factor					
	1	2	3	4	5	6
q10.7	.754					.485
q10.2	.721					
q10.6	.710					
q10.8	.695					
q10.4	.686					
q10.3	.661					
q10.1	.653					
q10.5	.581					
q9.20		.745				
q9.19		.729				
q9.18		.696				
q9.9		.629				
q9.6		.557		.404		
q9.12		.491				
q9.2			.710			
q9.1			.702			
q9.5			.555			
q9.16						
q9.4						
q9.3						
q9.7				.639		
q9.8		.401		.573		
q9.10		.417		.446		
q9.14					.646	
q9.13					.619	
q9.17						

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Factor Transformation Matrix

Factor	1	2	3	4	5	6
1	.253	.688	.375	.429	.372	-.033
2	.946	-.282	.027	-.095	-.028	.121
3	-.157	-.441	.877	-.051	.095	-.019
4	.081	.067	.150	.386	-.811	-.399
5	.099	.237	.074	-.638	.091	-.716
6	-.011	.439	.249	-.498	-.431	.558

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q9.1	.435	.525
q9.2	.410	.539
q9.3	.252	.178
q9.4	.216	.191
q9.5	.375	.415
q9.6	.501	.505
q9.7	.480	.547
q9.8	.444	.503
q9.9	.502	.505
q9.10	.456	.486
q9.12	.398	.389
q9.13	.375	.480
q9.14	.468	.594
q9.16	.236	.233
q9.18	.473	.527
q9.19	.556	.620
q9.20	.540	.623
q10.1	.473	.525
q10.2	.508	.566
q10.3	.465	.526
q10.4	.472	.487
q10.5	.364	.372
q10.6	.611	.628
q10.7	.676	.845
q10.8	.531	.550

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.550	22.200	22.200	5.059	20.235	20.235	3.788	15.151	15.151
2	4.275	17.102	39.302	3.852	15.408	35.643	2.562	10.249	25.400
3	1.993	7.972	47.273	1.449	5.796	41.439	2.138	8.550	33.951
4	1.289	5.155	52.428	.830	3.319	44.758	1.923	7.694	41.644
5	1.169	4.675	57.103	.649	2.594	47.352	1.227	4.909	46.554
6	1.035	4.140	61.243	.521	2.084	49.436	.721	2.883	49.436
7	.946	3.785	65.027						
8	.834	3.336	68.363						
9	.740	2.961	71.323						
10	.711	2.845	74.168						
11	.638	2.553	76.721						
12	.613	2.453	79.173						
13	.594	2.375	81.549						
14	.527	2.109	83.657						
15	.497	1.987	85.645						
16	.474	1.898	87.542						
17	.451	1.804	89.346						
18	.437	1.749	91.095						
19	.402	1.606	92.702						
20	.391	1.562	94.264						
21	.364	1.454	95.718						
22	.310	1.239	96.957						
23	.297	1.187	98.143						
24	.261	1.043	99.186						
25	.204	.814	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor					
	1	2	3	4	5	6
q9.10	.661					
q9.19	.637					
q9.20	.624					
q9.9	.618					
q9.12	.616					
q9.6	.616					
q9.7	.614					
q9.18	.585					
q9.8	.580					
q9.14	.565			-.449		
q9.16						
q9.3						
q10.7		.785				
q10.6		.723				
q10.8		.678				
q10.2		.670				
q10.4		.658				
q10.1		.609				
q10.3		.552				
q10.5		.551				
q9.1	.423		.573			
q9.2			.567			
q9.5	.444		.460			
q9.4						
q9.13	.455			-.461		

Extraction Method: Principal Axis Factoring.

a. 6 factors extracted. 13 iterations required.

Rotated Factor Matrix[a]

	Factor					
	1	2	3	4	5	6
q10.2	.734					
q10.7	.733					.538
q10.6	.693					
q10.4	.688					
q10.8	.684					
q10.3	.669					
q10.1	.664					
q10.5	.575					
q9.20		.745				
q9.19		.723				
q9.18		.657				
q9.9		.525	.462			
q9.12		.412				
q9.7			.680			
q9.8			.642			
q9.10			.533			
q9.6		.442	.522			
q9.2				.712		
q9.1				.702		
q9.5				.571		
q9.16						
q9.4						
q9.3						
q9.14					.661	
q9.13					.635	

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Factor Transformation Matrix

Factor	1	2	3	4	5	6
1	.254	.606	.562	.379	.330	-.010
2	.941	-.250	-.151	.030	-.038	.165
3	-.150	-.394	-.137	.895	.044	-.022
4	.096	-.010	.371	.098	-.812	-.428
5	.123	.423	-.625	.092	.069	-.634
6	-.059	.486	-.338	.191	-.472	.622

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q9.1	.403	.484
q9.2	.402	.515
q9.4	.191	.188
q9.5	.375	.437
q9.6	.494	.504
q9.7	.476	.541
q9.8	.444	.505
q9.9	.501	.506
q9.10	.449	.487
q9.12	.394	.394
q9.13	.372	.457
q9.14	.464	.608
q9.16	.234	.246
q9.18	.471	.523
q9.19	.554	.638
q9.20	.539	.618
q10.1	.473	.544
q10.2	.508	.576
q10.3	.462	.514
q10.4	.471	.484
q10.5	.363	.372
q10.6	.610	.639
q10.7	.675	.867
q10.8	.529	.543

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			raction Sums of Squared Loadin			tation Sums of Squared Loadin		
Facto	Total	of Varianc	umulative %	Total	of Varianc	umulative %	Total	of Varianc	umulative %
1	5.441	22.672	22.672	4.958	20.658	20.658	3.691	15.380	15.380
2	4.271	17.794	40.465	3.853	16.056	36.714	2.403	10.012	25.392
3	1.951	8.131	48.597	1.398	5.824	42.538	2.321	9.671	35.063
4	1.288	5.368	53.965	.829	3.453	45.991	1.720	7.169	42.232
5	1.071	4.461	58.425	.636	2.651	48.641	1.239	5.163	47.395
6	1.022	4.257	62.682	.517	2.153	50.795	.816	3.400	50.795
7	.834	3.475	66.157						
8	.789	3.286	69.443						
9	.726	3.024	72.468						
10	.651	2.713	75.181						
11	.632	2.634	77.814						
12	.613	2.554	80.368						
13	.571	2.380	82.748						
14	.515	2.144	84.893						
15	.475	1.978	86.871						
16	.456	1.902	88.773						
17	.442	1.843	90.615						
18	.415	1.730	92.345						
19	.397	1.653	93.998						
20	.364	1.517	95.516						
21	.310	1.292	96.808						
22	.297	1.238	98.046						
23	.265	1.104	99.150						
24	.204	.850	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor					
	1	2	3	4	5	6
q9.10	.658					
q9.19	.641					
q9.20	.625					
q9.9	.620					
q9.12	.619					
q9.7	.617					
q9.6	.609					
q9.8	.580					
q9.18	.579					
q9.14	.561			-.452		
q9.13	.449			-.445		
q9.16						
q10.7		.783				
q10.6		.720				
q10.8		.670				
q10.2		.667				
q10.4		.654				
q10.1		.609				
q10.5		.546				
q10.3		.544				
q9.2			.554			
q9.1	.402		.549			
q9.5	.441		.490			
q9.4						

Extraction Method: Principal Axis Factoring.

a. 6 factors extracted. 15 iterations required.

Rotated Factor Matrix[a]

	Factor					
	1	2	3	4	5	6
q10.2	.748					
q10.1	.689					
q10.7	.683					.622
q10.4	.681					
q10.3	.680					
q10.8	.662					
q10.6	.657					.444
q10.5	.567					
q9.20		.728				
q9.19		.725				
q9.18		.645				
q9.9		.500	.489			
q9.7			.682			
q9.8			.659			
q9.10			.557			
q9.6		.420	.550			
q9.12						
q9.2				.687		
q9.1				.663		
q9.5				.578		
q9.16						
q9.4						
q9.14					.680	
q9.13					.617	

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Communalities

	Initial	Extraction
q9.1	.350	.407
q9.2	.402	.511
q9.5	.371	.447
q9.6	.494	.505
q9.7	.472	.526
q9.8	.435	.489
q9.9	.500	.506
q9.10	.447	.493
q9.12	.390	.392
q9.13	.356	.380
q9.14	.458	.515
q9.16	.234	.252
q9.18	.470	.519
q9.19	.553	.656
q9.20	.539	.557
q10.1	.473	.510
q10.2	.507	.516
q10.3	.461	.478
q10.4	.469	.473
q10.5	.363	.370
q10.6	.608	.592
q10.7	.675	.729
q10.8	.528	.544

Extraction Method: Principal Axis Factoring.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.441	23.654	23.654	4.938	21.469	21.469	3.807	16.552	16.552
2	4.266	18.549	42.203	3.806	16.548	38.017	3.687	16.030	32.582
3	1.787	7.768	49.971	1.248	5.425	43.443	1.807	7.856	40.437
4	1.284	5.585	55.556	.769	3.343	46.785	1.160	5.043	45.480
5	1.067	4.640	60.195	.607	2.637	49.422	.907	3.942	49.422
6	.901	3.919	64.115						
7	.794	3.452	67.566						
8	.728	3.166	70.733						
9	.685	2.977	73.710						
10	.650	2.827	76.537						
11	.613	2.665	79.202						
12	.601	2.615	81.816						
13	.518	2.253	84.070						
14	.476	2.068	86.138						
15	.460	2.002	88.140						
16	.452	1.964	90.104						
17	.416	1.809	91.913						
18	.403	1.751	93.664						
19	.367	1.596	95.260						
20	.316	1.375	96.635						
21	.304	1.321	97.957						
22	.265	1.152	99.109						
23	.205	.891	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor				
	1	2	3	4	5
q9.10	.660				
q9.19	.645				
q9.9	.622				
q9.12	.620				
q9.20	.619				
q9.7	.617				
q9.6	.612				
q9.18	.581				
q9.8	.580				
q9.14	.551			.418	
q9.13	.441			.419	
q9.16					
q10.7		.760			
q10.6		.715			
q10.8		.675			
q10.2		.663			
q10.4		.658			
q10.1		.610			
q10.5		.551			
q10.3		.546			
q9.2			.568		
q9.5	.444		.497		
q9.1			.488		

Extraction Method: Principal Axis Factoring.

a. 5 factors extracted. 9 iterations required.

Rotated Factor Matrix[a]

	Factor				
	1	2	3	4	5
q10.7	.775				
q10.6	.730				
q10.8	.709				
q10.2	.703				
q10.4	.686				
q10.3	.634				
q10.1	.629				
q10.5	.584				
q9.8		.686			
q9.6		.679			
q9.9		.673			
q9.7		.668			
q9.10		.619			
q9.20		.588			.413
q9.18		.545			.427
q9.12		.530			
q9.2			.695		
q9.5			.619		
q9.1			.612		
q9.16			.428		
q9.14				.570	
q9.13				.537	
q9.19		.513			.537

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Factor Transformation Matrix

Factor	1	2	3	4	5
1	.264	.796	.393	.306	.222
2	.949	-.280	.036	-.039	-.135
3	-.162	-.332	.906	-.008	-.208
4	-.042	-.315	-.101	.941	.061
5	.040	-.281	.119	-.141	.941

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

Communalities

	Initial	Extraction
q9.1	.350	.411
q9.2	.398	.481
q9.5	.370	.448
q9.6	.481	.508
q9.7	.465	.428
q9.8	.433	.429
q9.9	.499	.535
q9.10	.443	.453
q9.12	.387	.398
q9.13	.354	.398
q9.14	.444	.519
q9.16	.231	.245
q9.18	.451	.420
q9.20	.422	.429
q10.1	.471	.442
q10.2	.506	.499
q10.3	.461	.464
q10.4	.468	.476
q10.5	.361	.370
q10.6	.607	.577
q10.7	.674	.690
q10.8	.527	.544

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.082	23.101	23.101	4.538	20.628	20.628	3.793	17.242	17.242
2	4.195	19.068	42.170	3.706	16.844	37.472	3.598	16.352	33.595
3	1.743	7.923	50.092	1.181	5.368	42.840	1.787	8.123	41.718
4	1.268	5.765	55.858	.741	3.367	46.207	.988	4.489	46.207
5	.978	4.445	60.303						
6	.901	4.096	64.399						
7	.762	3.462	67.861						
8	.717	3.260	71.121						
9	.684	3.107	74.228						
10	.650	2.955	77.183						
11	.609	2.767	79.950						
12	.573	2.603	82.553						
13	.507	2.306	84.860						
14	.461	2.095	86.954						
15	.452	2.054	89.008						
16	.441	2.003	91.011						
17	.415	1.886	92.898						
18	.400	1.816	94.714						
19	.356	1.616	96.330						
20	.316	1.437	97.768						
21	.286	1.301	99.068						
22	.205	.932	100.000						

Extraction Method: Principal Axis Factoring.

Factor Matrix[a]

	Factor			
	1	2	3	4
q9.10	.638			
q9.12	.599			
q9.7	.596			
q9.9	.573			
q9.6	.556			
q9.8	.543			
q9.20	.524			
q9.14	.519			-.425
q9.18	.489			
q9.16				
q10.7		.709		
q10.6		.665		
q10.8		.624		
q10.4		.620		
q10.2		.615		
q10.1		.562		
q10.5		.513		
q10.3	.414	.481		
q9.2			.550	
q9.5	.459		.482	
q9.1	.412		.465	
q9.13	.417			-.443

Extraction Method: Principal Axis Factoring.

a. 4 factors extracted. 9 iterations required.

Rotated Factor Matrix[a]

	Factor			
	1	2	3	4
q10.7	.776			
q10.6	.734			
q10.8	.710			
q10.2	.697			
q10.4	.690			
q10.3	.630			
q10.1	.611			
q10.5	.588			
q9.9		.720		
q9.6		.691		
q9.8		.645		
q9.20		.643		
q9.18		.625		
q9.7		.604		
q9.10		.594		
q9.12		.568		
q9.2			.683	
q9.5			.625	
q9.1			.615	
q9.16			.433	
q9.14				.561
q9.13				.542

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Factor Transformation Matrix

Factor	1	2	3	4
1	.426	.759	.426	.248
2	.891	-.446	-.061	-.061
3	-.151	-.434	.886	.064
4	.043	.195	.173	-.965

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

APPENDIX 9.12 Correlation Test for Factors Considered in the Regression on Export Memory Use

Descriptive Statistics

	Mean	Std. Deviation	N
a8emu	3.7728	.62391	341
q8.51.6	4.0544	1.03898	341
env_cus	3.7357	.80391	341
env_reg	3.1664	.67011	341
q11.3	.3783	.48568	341
q11.7.2	4.2545	7.32861	341
q11.8	75.3188	30.41172	341
q11.15	8.4188	9.86722	341
size	275.0036	943.62880	341
a8o	2.8103	.62056	341
q8.51.3	3.2954	1.21155	341
q11.1	14.7560	9.33262	341
a1	3.6782	.73830	341
q12.5	4.3985	1.93463	341
env_tec	3.7853	.73343	341
q8.51.5	3.5574	1.33054	341
q8.51.1	3.8767	1.07367	341
env_com	3.7411	.63354	341
qval	4.5292	.88883	341
q8.51.2	3.8643	1.05287	341
q8.51.4	3.4855	1.22105	341
q11.9	64.6942	35.34822	341

Correlations

		a8emu	q8.51.6	env_cu	env_re	q11.3	q11.7.2	q11.8	q11.15	size	a8o	q8.51.3	q11.1	a1	q12.5	env_te	q8.51.5	q8.51.1	qval	q8.51.2	q8.51.4	q11.9
Pearson Co	a8emu	1.000	.167	.093	.159	.047	.007	.113	.048	-.065	.117	.129	-.066	.402	-.011	.230	.126	.106	.141	.442	.117	.088	.117
	q8.51.6	.167	1.000	.040	.046	.088	.052	.116	.099	.087	-.054	.284	.113	.198	.149	.086	.377	.446	.191	.158	.410	.293	.116
	env_cu	.093	.040	1.000	.032	.000	.089	.066	-.058	-.157	.142	.069	-.093	.115	-.156	.301	.188	-.001	.443	.101	.171	.170	.133
	env_re	.159	.046	.032	1.000	.061	-.032	.000	.160	-.040	.220	.137	-.088	.216	-.083	.128	.021	-.003	.052	.357	.039	.040	.045
	q11.3	.047	.088	.000	.061	1.000	.034	.043	.058	.155	-.067	.117	.124	.077	.175	.113	.056	.088	.084	.143	.082	.106	.001
	q11.7.2	.007	.052	.089	-.032	.034	1.000	.067	.141	.078	-.053	-.011	.144	-.055	.107	.024	.032	.020	-.017	-.012	.005	.069	.119
	q11.8	.113	.116	.066	.000	.043	.067	1.000	.067	.078	-.075	.058	.206	.104	.089	.019	.022	-.033	.046	.054	.061	-.006	.711
	q11.15	.048	.099	-.058	.160	.058	.141	.067	1.000	.133	.081	.057	.167	.087	.098	.009	.103	.103	.060	.048	.097	.033	.057
	size	-.065	.087	-.157	-.040	.155	.078	.078	.133	1.000	-.045	-.070	.184	.044	.229	.014	-.065	.002	-.045	-.028	-.105	-.066	.121
	a8o	.117	-.054	.142	.220	-.067	-.053	-.075	.081	-.045	1.000	.042	-.057	.221	-.212	.203	.063	.039	.271	.244	.074	.050	-.070
	q8.51.3	.129	.284	.069	.137	.117	-.011	.058	.057	-.070	.042	1.000	.023	.173	-.005	.161	.234	.371	.095	.244	.402	.548	.028
	q11.1	-.066	.113	-.093	-.088	.124	.144	.206	.167	.184	-.057	.023	1.000	.025	.278	-.071	-.040	.101	.048	-.071	.055	-.040	.093
	a1	.402	.198	.115	.216	.077	-.055	.104	.087	.044	.221	.173	.025	1.000	-.064	.302	.146	.159	.275	.506	.237	.126	.038
	q12.5	-.011	.149	-.156	-.083	.175	.107	.089	.098	.229	-.212	-.005	.278	-.064	1.000	-.025	-.075	.027	-.027	-.165	-.051	-.162	.125
	env_te	.230	.086	.301	.128	.113	.024	.019	.009	.014	.203	.161	-.071	.302	-.025	1.000	.133	.095	.345	.289	.142	.247	.003
	q8.51.5	.126	.377	.188	.021	.056	.032	.022	.103	-.065	.063	.234	-.040	.146	-.075	.133	1.000	.379	.096	.086	.498	.448	.036
	q8.51.1	.106	.446	-.001	-.003	.088	.020	-.033	.103	.002	.039	.371	.101	.159	.027	.095	.379	1.000	.126	.125	.399	.347	.000
	env_co	.141	.191	.443	.052	.084	-.017	.046	.060	-.045	.271	.095	.048	.275	-.027	.345	.096	.126	1.000	.219	.215	.123	.048
	qval	.442	.158	.101	.357	.143	-.012	.054	.048	-.028	.244	.244	-.071	.506	-.165	.289	.086	.125	.219	1.000	.154	.136	.039
	q8.51.2	.117	.410	.171	.039	.082	.005	.061	.097	-.105	.074	.402	.055	.237	-.051	.142	.498	.399	.215	.154	1.000	.395	.037
	q8.51.4	.088	.293	.170	.040	.106	.069	-.006	.033	-.066	.050	.548	-.040	.126	-.162	.247	.448	.347	.123	.136	.395	1.000	-.035
	q11.9	.117	.116	.133	.045	.001	.119	.711	.057	.121	-.070	.028	.093	.038	.125	.003	.036	.000	.048	.039	.037	-.035	1.000
Sig. (1-tailed)	a8emu	.	.001	.043	.002	.192	.449	.018	.186	.114	.016	.009	.113	.000	.420	.000	.010	.025	.005	.000	.015	.052	.016
	q8.51.6	.001	.	.232	.200	.052	.171	.016	.034	.054	.161	.000	.019	.000	.003	.055	.000	.000	.000	.002	.000	.000	.016
	env_cu	.043	.232	.	.276	.498	.050	.114	.141	.002	.004	.101	.044	.017	.002	.000	.000	.492	.000	.032	.001	.001	.007
	env_re	.002	.200	.276	.	.129	.280	.498	.002	.231	.000	.006	.052	.000	.062	.009	.348	.478	.169	.000	.235	.234	.206
	q11.3	.192	.052	.498	.129	.	.263	.212	.143	.002	.109	.015	.011	.077	.001	.018	.153	.052	.060	.004	.066	.025	.491
	q11.7.2	.449	.171	.050	.280	.263	.	.109	.005	.076	.164	.418	.004	.155	.024	.331	.277	.357	.379	.414	.464	.103	.014
	q11.8	.018	.016	.114	.498	.212	.109	.	.108	.076	.084	.144	.000	.028	.051	.362	.341	.271	.198	.162	.130	.455	.000
	q11.15	.186	.034	.141	.002	.143	.005	.108	.	.007	.068	.148	.001	.054	.035	.437	.029	.029	.135	.188	.036	.269	.145
	size	.114	.054	.002	.231	.002	.076	.076	.007	.	.202	.098	.000	.211	.000	.398	.114	.482	.204	.304	.026	.112	.013
	a8o	.016	.161	.004	.000	.109	.164	.084	.068	.202	.	.218	.146	.000	.000	.000	.123	.238	.000	.000	.086	.177	.098
	q8.51.3	.009	.000	.101	.006	.015	.418	.144	.148	.098	.218	.	.335	.001	.460	.001	.000	.000	.040	.000	.000	.000	.302
	q11.1	.113	.019	.044	.052	.011	.004	.000	.001	.000	.146	.335	.	.326	.000	.095	.233	.031	.190	.096	.154	.229	.044
	a1	.000	.000	.017	.000	.077	.155	.028	.054	.211	.000	.001	.326	.	.119	.000	.003	.002	.000	.000	.000	.010	.244
	q12.5	.420	.003	.002	.062	.001	.024	.051	.035	.000	.000	.460	.000	.119	.	.321	.084	.309	.311	.001	.174	.001	.010
	env_te	.000	.055	.000	.009	.018	.331	.362	.437	.398	.000	.001	.095	.000	.321	.	.007	.040	.000	.000	.004	.000	.477
	q8.51.5	.010	.000	.000	.348	.153	.277	.341	.029	.114	.123	.000	.233	.003	.084	.007	.	.000	.038	.056	.000	.000	.252
	q8.51.1	.025	.000	.492	.478	.052	.357	.271	.029	.482	.238	.000	.031	.002	.309	.040	.000	.	.010	.011	.000	.000	.497
	env_co	.005	.000	.000	.169	.060	.379	.198	.135	.204	.000	.040	.190	.000	.311	.000	.038	.010	.	.000	.000	.011	.191
	qval	.000	.002	.032	.000	.004	.414	.162	.188	.304	.000	.000	.096	.000	.001	.000	.056	.011	.000	.	.002	.006	.234
	q8.51.2	.015	.000	.001	.235	.066	.464	.130	.036	.026	.086	.000	.154	.000	.174	.004	.000	.000	.000	.002	.	.000	.249
	q8.51.4	.052	.000	.001	.234	.025	.103	.455	.269	.112	.177	.000	.229	.010	.001	.000	.000	.000	.011	.006	.000	.	.257
	q11.9	.016	.016	.007	.206	.491	.014	.000	.145	.013	.098	.302	.044	.244	.010	.477	.252	.497	.191	.234	.249	.257	.
N	a8emu	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.6	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_cu	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_re	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.3	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.7.2	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.8	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.15	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	size	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a8o	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.3	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q12.5	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_te	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.5	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_co	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	qval	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.2	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.4	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.9	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	q11.9, q8.51.1, env_reg, q11.3, q11.7.2, env_cus, q11.15, size, a8o, q11.1, a1, q8.51.4, q12.5, env_tec, q8.51.6, q8.51.5, env_com, q8.51.3, qval, q8.51.2, q11.8[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: a8emu

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524[a]	.274	.227	.54871

a. Predictors: (Constant), q11.9, q8.51.1, env_reg, q11.3, q11.7.2, env_cus, q11.15, size, a8o, q11.1, a1, q8.51.4, q12.5, env_tec, q8.51.6, q8.51.5, env_com, q8.51.3, qval, q8.51.2, q11.8

b. Dependent Variable: a8emu

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.304	21	1.729	5.742	.000[a]
	Residual	96.044	319	.301		
	Total	132.348	340			

a. Predictors: (Constant), q11.9, q8.51.1, env_reg, q11.3, q11.7.2, env_cus, q11.15, size, a8o, q11.1, a1, q8.51.4, q12.5, env_tec, q8.51.6, q8.51.5, env_com, q8.51.3, qval, q8.51.2, q11.8

b. Dependent Variable: a8emu

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.687	.305		5.529	.000		
	q8.51.6	.039	.036	.065	1.096	.274	.640	1.563
	env_cus	.001	.045	.001	.014	.989	.675	1.481
	env_reg	-.019	.050	-.020	-.380	.704	.804	1.244
	q11.3	-.021	.065	-.016	-.317	.751	.886	1.129
	q11.7.2	.001	.004	.012	.247	.805	.911	1.097
	q11.8	.001	.001	.026	.364	.716	.453	2.207
	q11.15	.001	.003	.020	.387	.699	.884	1.131
	size	-6.3E-005	.000	-.095	-1.839	.067	.850	1.176
	a8o	.003	.054	.003	.050	.960	.796	1.256
	q8.51.3	-.005	.032	-.009	-.151	.880	.583	1.715
	q11.1	-.004	.004	-.066	-1.242	.215	.804	1.243
	a1	.193	.050	.228	3.878	.000	.659	1.519
	q12.5	.023	.018	.072	1.311	.191	.746	1.341
	env_tec	.068	.047	.080	1.433	.153	.739	1.354
	q8.51.5	.025	.029	.053	.870	.385	.604	1.655
	q8.51.1	.005	.034	.009	.152	.879	.659	1.518
	env_com	-.027	.058	-.028	-.466	.641	.649	1.540
	qval	.220	.043	.313	5.112	.000	.607	1.647
	q8.51.2	-.026	.037	-.044	-.708	.479	.591	1.691
	q8.51.4	-.008	.033	-.017	-.253	.801	.532	1.879
	q11.9	.001	.001	.077	1.089	.277	.454	2.203

a. Dependent Variable: a8emu

Collinearity Diagnostics[a]

Mc	Dim	enva	nditi ndex	Variance Proportions																					
				onsta	3.51	v_cu	v_re	11.3	11.7	11.8	11.1	size	a8o	3.51	11.1	a1	12.5	v_te	3.51	3.51	v_cc	qval	3.51	3.51	11.9
1	1	.816	.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.009	.202	.00	.00	.00	.00	.02	.04	.00	.02	.60	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	3	.734	.928	.00	.00	.00	.00	.03	.76	.00	.03	.08	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	4	.570	.592	.00	.00	.00	.00	.81	.04	.00	.04	.08	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	5	.517	.870	.00	.00	.00	.00	.03	.08	.00	.83	.06	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	6	.310	.578	.00	.00	.00	.00	.00	.03	.04	.00	.09	.00	.01	.17	.00	.02	.00	.01	.00	.00	.00	.00	.01	.10
	7	.256	.342	.00	.00	.00	.00	.03	.00	.02	.02	.01	.00	.00	.49	.00	.02	.00	.00	.00	.00	.00	.00	.00	.11
	8	.162	.503	.00	.00	.00	.01	.00	.00	.01	.00	.01	.01	.04	.11	.00	.18	.00	.05	.01	.00	.00	.01	.05	.01
	9	.136	.451	.00	.01	.01	.01	.01	.00	.00	.00	.01	.02	.02	.11	.00	.48	.00	.03	.01	.00	.01	.00	.00	.00
	10	.097	.519	.00	.01	.00	.00	.01	.00	.00	.00	.00	.00	.33	.00	.00	.00	.00	.31	.00	.00	.00	.01	.03	.00
	11	.061	.135	.00	.09	.05	.01	.00	.01	.01	.01	.00	.00	.00	.01	.01	.06	.02	.04	.22	.00	.01	.02	.24	.01
	12	.050	.899	.00	.01	.05	.00	.00	.01	.59	.00	.00	.01	.00	.03	.02	.00	.00	.02	.07	.01	.01	.01	.01	.51
	13	.047	.485	.00	.07	.04	.16	.00	.00	.08	.02	.00	.03	.09	.03	.00	.01	.01	.29	.07	.03	.02	.01	.05	.07
	14	.043	.345	.00	.02	.08	.05	.00	.00	.00	.00	.02	.00	.19	.00	.00	.00	.00	.00	.10	.01	.01	.33	.29	.00
	15	.038	.716	.00	.26	.00	.06	.00	.00	.12	.00	.00	.24	.03	.02	.01	.01	.00	.03	.27	.00	.02	.01	.04	.04
	16	.033	.204	.00	.00	.09	.02	.00	.00	.00	.01	.00	.22	.15	.01	.02	.01	.03	.16	.02	.00	.02	.41	.16	.01
	17	.032	.726	.00	.21	.07	.12	.01	.00	.05	.00	.01	.05	.05	.00	.23	.02	.06	.00	.01	.00	.06	.07	.03	.07
	18	.029	.849	.00	.24	.04	.33	.00	.00	.03	.00	.02	.28	.04	.00	.03	.00	.00	.02	.17	.01	.01	.10	.00	.03
	19	.022	.367	.00	.03	.14	.01	.00	.00	.00	.00	.00	.00	.01	.01	.13	.03	.83	.00	.01	.00	.02	.01	.07	.01
	20	.017	.700	.00	.01	.00	.08	.01	.01	.00	.00	.00	.00	.02	.00	.54	.01	.00	.00	.00	.00	.78	.02	.00	.00
	21	.015	.904	.00	.05	.37	.02	.00	.01	.00	.01	.00	.08	.01	.00	.01	.01	.02	.04	.00	.90	.00	.00	.00	.00
	22	.008	.934	.99	.00	.06	.13	.01	.00	.04	.01	.00	.05	.01	.00	.00	.13	.01	.00	.04	.04	.03	.00	.01	.01

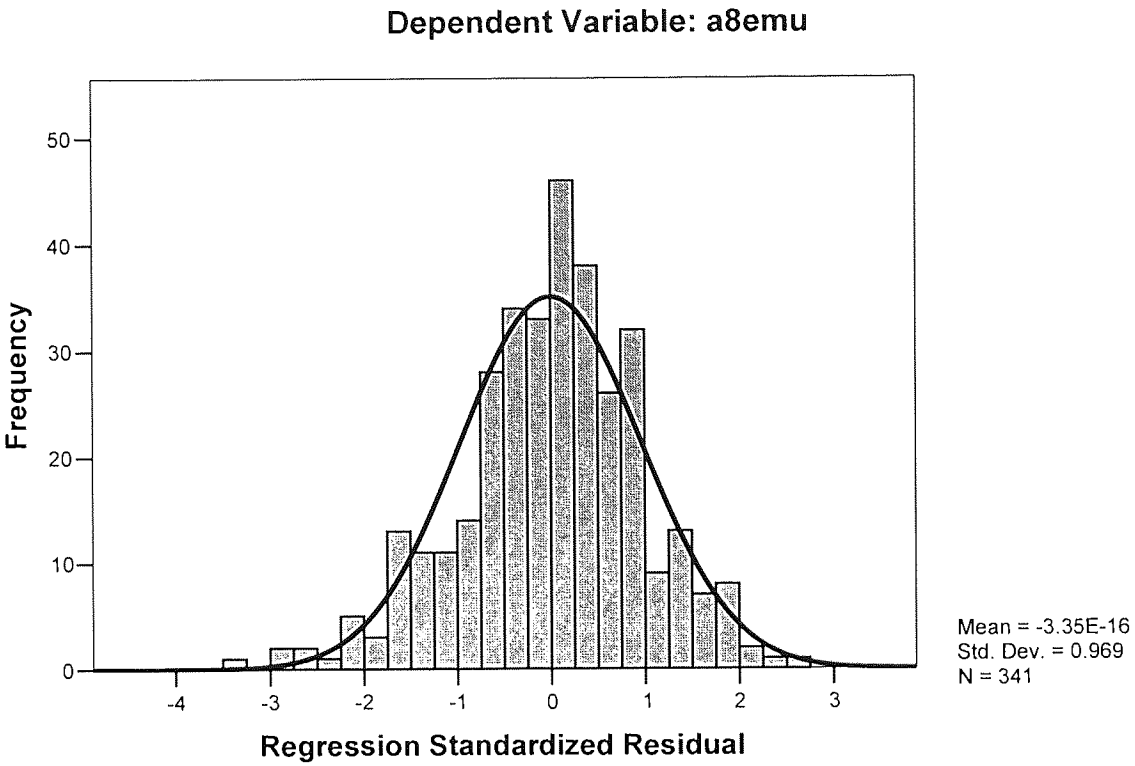
[a]Dependent Variable: a8emu

Residuals Statistics[a]

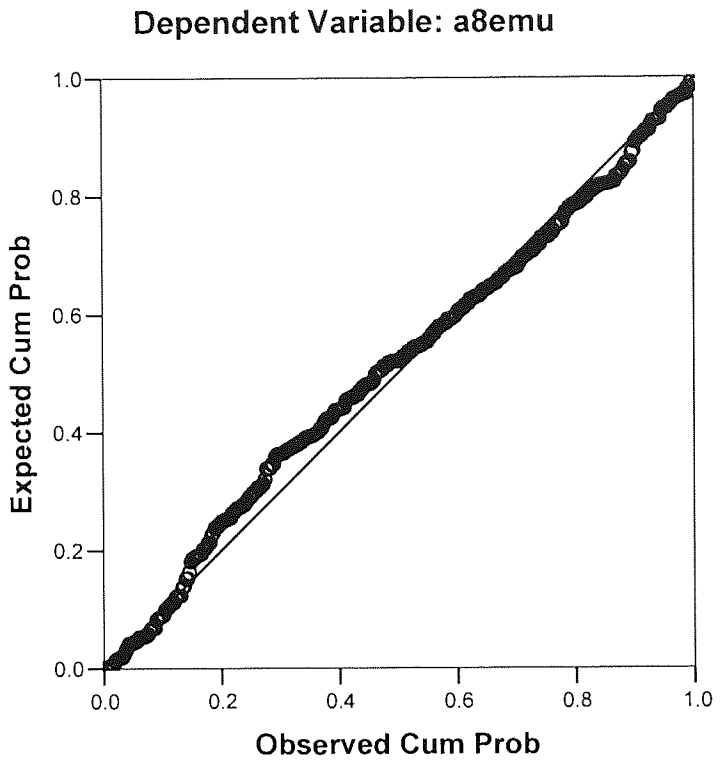
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7531	4.6455	3.7728	.32676	341
Residual	-1.80130	1.38896	.00000	.53149	341
Std. Predicted Value	-3.121	2.671	.000	1.000	341
Std. Residual	-3.283	2.531	.000	.969	341

a. Dependent Variable: a8emu

Histogram

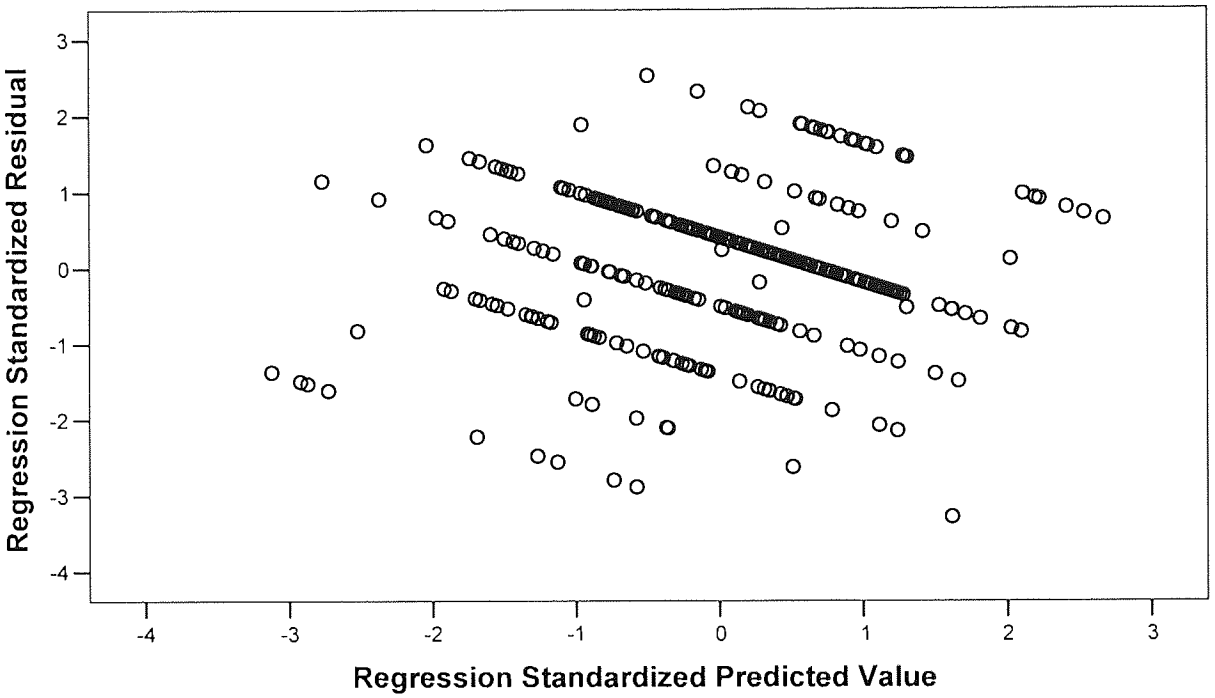

Dependent Variable: a8emu
Frequency
50
40
30
20
10
0
-4
-3
-2
-1
0
1
2
3
Regression Standardized Residual
Mean = -3.35E-16
Std. Dev. = 0.969
N = 341

Normal P-P Plot of Regression Standardized Residual

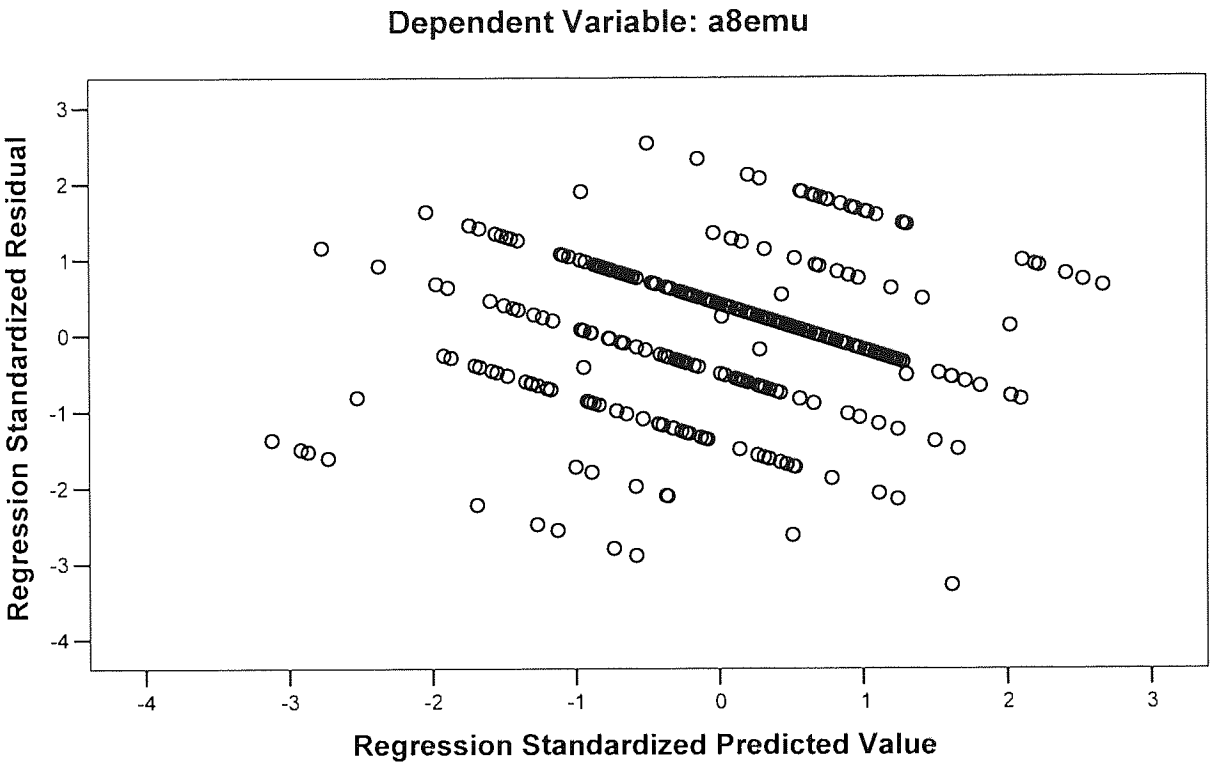


Scatterplot

Dependent Variable: a8emu



Scatterplot



Descriptive Statistics

	Mean	Std. Deviation	N
a8i	3.5599	.49146	341
q8.51.1	3.8767	1.07367	341
q8.51.2	3.8643	1.05287	341
q8.51.3	3.2954	1.21155	341
q8.51.4	3.4855	1.22105	341
q8.51.5	3.5574	1.33054	341
q8.51.6	4.0544	1.03898	341
env_tec	3.7853	.73343	341
env_cus	3.7357	.80391	341
env_com	3.7411	.63354	341
env_reg	3.1664	.67011	341
q11.1	14.7560	9.33262	341
q11.3	.3783	.48568	341
q11.7.2	4.2545	7.32861	341
q11.8	75.3188	30.41172	341
q11.9	64.6942	35.34822	341
q11.15	8.4188	9.86722	341
size	275.0036	943.62880	341
a8o	2.8103	.62056	341
a1	3.6782	.73830	341
q12.5	4.3985	1.93463	341
qval	4.5292	.88883	341

Correlations

		a8i	q8.51.1	q8.51.2	q8.51.3	q8.51.4	q8.51.5	q8.51.6	env_te	nv_cu	nv_cor	env_reg	q11.1	q11.3	q11.7.2	q11.8	q11.9	q11.15	size	a8o	a1	q12.5	qval
Pearson Cor	a8i	1.000	.159	.224	.177	.099	.197	.262	.322	.136	.223	.208	-.096	-.052	-.031	.054	.112	-.033	-.031	.211	.318	-.007	.431
	q8.51.	.159	1.000	.399	.371	.347	.379	.446	.095	-.001	.126	-.003	.101	.088	.020	-.033	.000	.103	.002	.039	.159	.027	.125
	q8.51.	.224	.399	1.000	.402	.395	.498	.410	.142	.171	.215	.039	.055	.082	.005	.061	.037	.097	-.105	.074	.237	-.051	.154
	q8.51.	.177	.371	.402	1.000	.548	.234	.284	.161	.069	.095	.137	.023	.117	-.011	.058	.028	.057	-.070	.042	.173	-.005	.244
	q8.51.	.099	.347	.395	.548	1.000	.448	.293	.247	.170	.123	.040	-.040	.106	.069	-.006	-.035	.033	-.066	.050	.126	-.162	.136
	q8.51.	.197	.379	.498	.234	.448	1.000	.377	.133	.188	.096	.021	-.040	.056	.032	.022	.036	.103	-.065	.063	.146	-.075	.086
	q8.51.	.262	.446	.410	.284	.293	.377	1.000	.086	.040	.191	.046	.113	.088	.052	.116	.116	.099	.087	-.054	.198	.149	.158
	env_te	.322	.095	.142	.161	.247	.133	.086	1.000	.301	.345	.128	-.071	.113	.024	.019	.003	.009	.014	.203	.302	-.025	.289
	env_c	.136	-.001	.171	.069	.170	.188	.040	.301	1.000	.443	.032	-.093	.000	.089	.066	.133	-.058	-.157	.142	.115	-.156	.101
	env_c	.223	.126	.215	.095	.123	.096	.191	.345	.443	1.000	.052	.048	.084	-.017	.046	.048	.060	-.045	.271	.275	-.027	.219
	env_r	.208	-.003	.039	.137	.040	.021	.046	.128	.032	.052	1.000	-.088	.061	-.032	.000	.045	.160	-.040	.220	.216	-.083	.357
	q11.1	-.096	.101	.055	.023	-.040	-.040	.113	-.071	-.093	.048	-.088	1.000	.124	.144	.206	.093	.167	.184	-.057	.025	.278	-.071
	q11.3	-.052	.088	.082	.117	.106	.056	.088	.113	.000	.084	.061	.124	1.000	.034	.043	.001	.058	.155	-.067	.077	.175	.143
	q11.7.	-.031	.020	.005	-.011	.069	.032	.052	.024	.089	-.017	-.032	.144	.034	1.000	.067	.119	.141	.078	-.053	-.055	.107	-.012
	q11.8	.054	-.033	.061	.058	-.006	.022	.116	.019	.066	.046	.000	.206	.043	.067	1.000	.711	.067	.078	-.075	.104	.089	.054
	q11.9	.112	.000	.037	.028	-.035	.036	.116	.003	.133	.048	.045	.093	.001	.119	.711	1.000	.057	.121	-.070	.038	.125	.039
	q11.15	-.033	.103	.097	.057	.033	.103	.099	.009	-.058	.060	.160	.167	.058	.141	.067	.057	1.000	.133	.081	.087	.098	.048
	size	-.031	.002	-.105	-.070	-.066	-.065	.087	.014	-.157	-.045	-.040	.184	.155	.078	.078	.121	.133	1.000	-.045	.044	.229	-.028
	a8o	.211	.039	.074	.042	.050	.063	-.054	.203	.142	.271	.220	-.057	-.067	-.053	-.075	-.070	.081	-.045	1.000	.221	-.212	.244
	a1	.318	.159	.237	.173	.126	.146	.198	.302	.115	.275	.216	.025	.077	-.055	.104	.038	.087	.044	.221	1.000	-.064	.506
	q12.5	-.007	.027	-.051	-.005	-.162	-.075	.149	-.025	-.156	-.027	-.083	.278	.175	.107	.089	.125	.098	.229	-.212	-.064	1.000	-.165
	qval	.431	.125	.154	.244	.136	.086	.158	.289	.101	.219	.357	-.071	.143	-.012	.054	.039	.048	-.028	.244	.506	-.165	1.000
Sig. (1-tailed	a8i	.	.002	.000	.001	.034	.000	.000	.000	.006	.000	.000	.039	.168	.284	.160	.020	.269	.286	.000	.000	.447	.000
	q8.51.	.002	.	.000	.000	.000	.000	.000	.040	.492	.010	.478	.031	.052	.357	.271	.497	.029	.482	.238	.002	.309	.011
	q8.51.	.000	.000	.	.000	.000	.000	.000	.004	.001	.000	.235	.154	.066	.464	.130	.249	.036	.026	.086	.000	.174	.002
	q8.51.	.001	.000	.000	.	.000	.000	.000	.001	.101	.040	.006	.335	.015	.418	.144	.302	.148	.098	.218	.001	.460	.000
	q8.51.	.034	.000	.000	.000	.	.000	.000	.000	.001	.011	.234	.229	.025	.103	.455	.257	.269	.112	.177	.010	.001	.006
	q8.51.	.000	.000	.000	.000	.000	.	.000	.007	.000	.038	.348	.233	.153	.277	.341	.252	.029	.114	.123	.003	.084	.056
	q8.51.	.000	.000	.000	.000	.000	.000	.	.055	.232	.000	.200	.019	.052	.171	.016	.016	.034	.054	.161	.000	.003	.002
	env_te	.000	.040	.004	.001	.000	.007	.055	.	.000	.000	.009	.095	.018	.331	.362	.477	.437	.398	.000	.000	.321	.000
	env_c	.006	.492	.001	.101	.001	.000	.232	.000	.	.000	.276	.044	.498	.050	.114	.007	.141	.002	.004	.017	.002	.032
	env_c	.000	.010	.000	.040	.011	.038	.000	.000	.000	.	.169	.190	.060	.379	.198	.191	.135	.204	.000	.000	.311	.000
	env_r	.000	.478	.235	.006	.234	.348	.200	.009	.276	.169	.	.052	.129	.280	.498	.206	.002	.231	.000	.000	.062	.000
	q11.1	.039	.031	.154	.335	.229	.233	.019	.095	.044	.190	.052	.	.011	.004	.000	.044	.001	.000	.146	.326	.000	.096
	q11.3	.168	.052	.066	.015	.025	.153	.052	.018	.498	.060	.129	.011	.	.263	.212	.491	.143	.002	.109	.077	.001	.004
	q11.7.	.284	.357	.464	.418	.103	.277	.171	.331	.050	.379	.280	.004	.263	.	.109	.014	.005	.076	.164	.155	.024	.414
	q11.8	.160	.271	.130	.144	.455	.341	.016	.362	.114	.198	.498	.000	.212	.109	.	.000	.108	.076	.084	.028	.051	.162
	q11.9	.020	.497	.249	.302	.257	.252	.016	.477	.007	.191	.206	.044	.491	.014	.000	.	.145	.013	.098	.244	.010	.234
	q11.15	.269	.029	.036	.148	.269	.029	.034	.437	.141	.135	.002	.001	.143	.005	.108	.145	.	.007	.068	.054	.035	.188
	size	.286	.482	.026	.098	.112	.114	.054	.398	.002	.204	.231	.000	.002	.076	.076	.013	.007	.	.202	.211	.000	.304
	a8o	.000	.238	.086	.218	.177	.123	.161	.000	.004	.000	.000	.146	.109	.164	.084	.098	.068	.202	.	.000	.000	.000
	a1	.000	.002	.000	.001	.010	.003	.000	.000	.017	.000	.000	.326	.077	.155	.028	.244	.054	.211	.000	.	.119	.000
	q12.5	.447	.309	.174	.460	.001	.084	.003	.321	.002	.311	.062	.000	.001	.024	.051	.010	.035	.000	.000	.119	.	.001
	qval	.000	.011	.002	.000	.006	.056	.002	.000	.032	.000	.000	.096	.004	.414	.162	.234	.188	.304	.000	.000	.001	.
N	a8i	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_te	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_c	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_c	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_r	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.3	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.7.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.8	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.9	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.15	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	size	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a8o	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q12.5	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	qval	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4, q11.9[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: a8i

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580[a]	.337	.293	.41328

a. Predictors: (Constant), qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4, q11.9

b. Dependent Variable: a8i

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.636	21	1.316	7.705	.000[a]
	Residual	54.485	319	.171		
	Total	82.121	340			

a. Predictors: (Constant), qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4, q11.9

b. Dependent Variable: a8i

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.399	.230		6.087	.000		
	q8.51.1	.003	.026	.006	.110	.913	.659	1.518
	q8.51.2	.032	.028	.069	1.168	.244	.591	1.691
	q8.51.3	.015	.024	.037	.621	.535	.583	1.715
	q8.51.4	-.042	.025	-.105	-1.683	.093	.532	1.879
	q8.51.5	.036	.022	.096	1.640	.102	.604	1.655
	q8.51.6	.070	.027	.148	2.601	.010	.640	1.563
	env_tec	.127	.036	.190	3.573	.000	.739	1.354
	env_cus	-.010	.034	-.016	-.295	.768	.675	1.481
	env_com	.028	.044	.036	.633	.527	.649	1.540
	env_reg	.039	.037	.053	1.043	.298	.804	1.244
	q11.1	-.003	.003	-.066	-1.294	.196	.804	1.243
	q11.3	-.138	.049	-.137	-2.818	.005	.886	1.129
	q11.7.2	-.001	.003	-.017	-.349	.727	.911	1.097
	q11.8	-.001	.001	-.052	-.765	.445	.453	2.207
	q11.9	.002	.001	.114	1.685	.093	.454	2.203
	q11.15	-.005	.002	-.092	-1.890	.060	.884	1.131
	size	-4.4E-006	.000	-.009	-.172	.864	.850	1.176
	a8o	.069	.040	.087	1.697	.091	.796	1.256
	a1	.027	.037	.041	.731	.465	.659	1.519
	q12.5	.022	.013	.088	1.668	.096	.746	1.341
	qval	.167	.032	.303	5.170	.000	.607	1.647

a. Dependent Variable: a8i

Collinearity Diagnostics[a]

Mo	Dim	Eigenval	Condition Index	Variance Proportions																					
				(Constant)	8.51	8.51	8.51	8.51	8.51	8.51	hv_te	av_cu	v_co	nv_re	11.1	11.3	11.7	11.8	11.9	11.1	size	a8o	a1	12.5	qval
1	1	.816	.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.009	.202	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.02	.04	.00	.00	.02	.60	.00	.00	.00	.00
	3	.734	.928	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.76	.00	.00	.03	.08	.00	.00	.00	.00
	4	.570	.592	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.81	.04	.00	.00	.04	.08	.00	.00	.00	.00
	5	.517	.870	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.08	.00	.00	.83	.06	.00	.00	.00	.00
	6	.310	.578	.00	.00	.00	.01	.01	.01	.00	.00	.00	.00	.00	.17	.00	.03	.04	.10	.00	.09	.00	.00	.02	.00
	7	.256	.342	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.49	.03	.00	.02	.11	.02	.01	.00	.00	.02	.00
	8	.162	.503	.00	.01	.01	.04	.05	.05	.00	.00	.00	.00	.01	.11	.00	.00	.01	.01	.00	.01	.01	.00	.18	.00
	9	.136	.451	.00	.01	.00	.02	.00	.03	.01	.00	.01	.00	.01	.11	.01	.00	.00	.00	.00	.01	.02	.00	.48	.01
	10	.097	.519	.00	.00	.01	.33	.03	.31	.01	.00	.00	.00	.00	.00	.01	.00	.00	.00	.00	.00	.00	.00	.00	.00
	11	.061	.135	.00	.22	.02	.00	.24	.04	.09	.02	.05	.00	.01	.01	.00	.01	.01	.01	.01	.00	.00	.01	.06	.01
	12	.050	.899	.00	.07	.01	.00	.01	.02	.01	.00	.05	.01	.00	.03	.00	.01	.59	.51	.00	.00	.01	.02	.00	.01
	13	.047	.485	.00	.07	.01	.09	.05	.29	.07	.01	.04	.03	.16	.03	.00	.00	.08	.07	.02	.00	.03	.00	.01	.02
	14	.043	.345	.00	.10	.33	.19	.29	.00	.02	.00	.08	.01	.05	.00	.00	.00	.00	.00	.00	.02	.00	.00	.00	.01
	15	.038	.716	.00	.27	.01	.03	.04	.03	.26	.00	.00	.00	.06	.02	.00	.00	.12	.04	.00	.00	.24	.01	.01	.02
	16	.033	.204	.00	.02	.41	.15	.16	.16	.00	.03	.09	.00	.02	.01	.00	.00	.00	.01	.01	.00	.22	.02	.01	.02
	17	.032	.726	.00	.01	.07	.05	.03	.00	.21	.06	.07	.00	.12	.00	.01	.00	.05	.07	.00	.01	.05	.23	.02	.06
	18	.029	.849	.00	.17	.10	.04	.00	.02	.24	.00	.04	.01	.33	.00	.00	.00	.03	.03	.00	.02	.28	.03	.00	.01
	19	.022	.367	.00	.01	.01	.01	.07	.00	.03	.83	.14	.00	.01	.01	.00	.00	.00	.01	.00	.00	.00	.13	.03	.02
	20	.017	.700	.00	.00	.02	.02	.00	.00	.01	.00	.00	.00	.08	.00	.01	.01	.00	.00	.00	.00	.00	.54	.01	.78
	21	.015	.904	.00	.00	.00	.01	.00	.04	.05	.02	.37	.90	.02	.00	.00	.01	.00	.00	.01	.00	.08	.01	.01	.00
	22	.008	.934	.99	.04	.00	.01	.01	.00	.00	.01	.06	.04	.13	.00	.01	.00	.04	.01	.01	.00	.05	.00	.13	.03

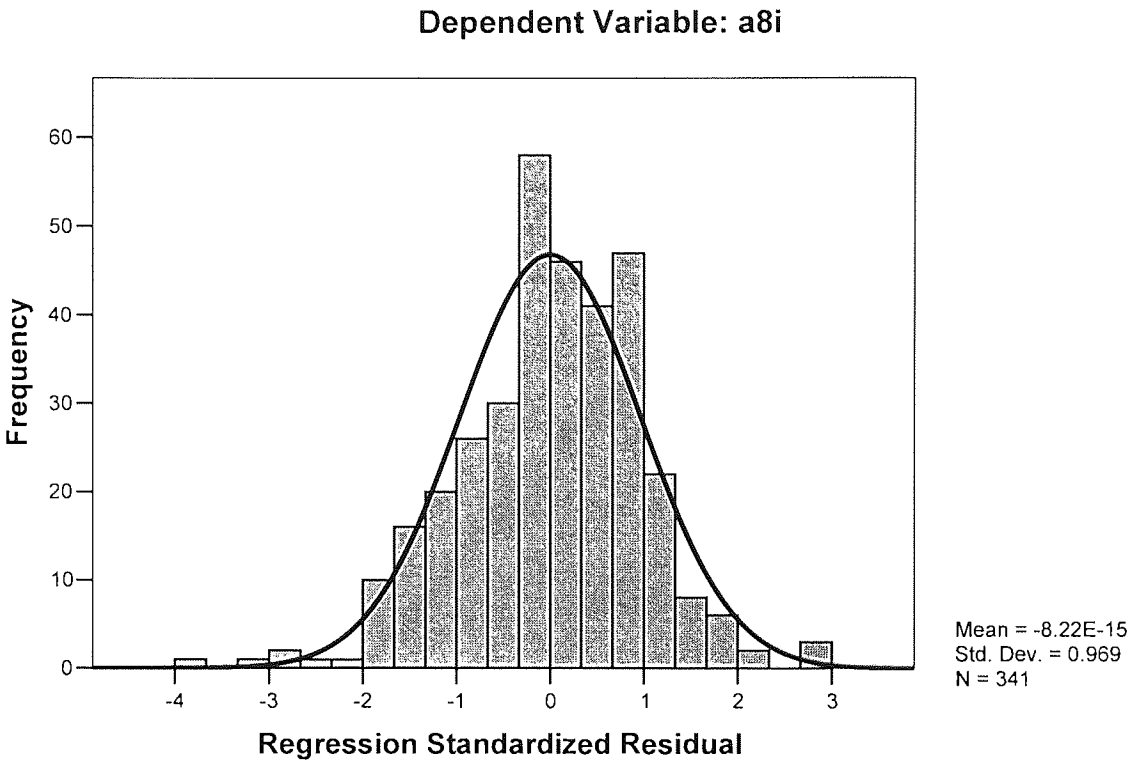
[a]Dependent Variable: a8i

Residuals Statistics[a]

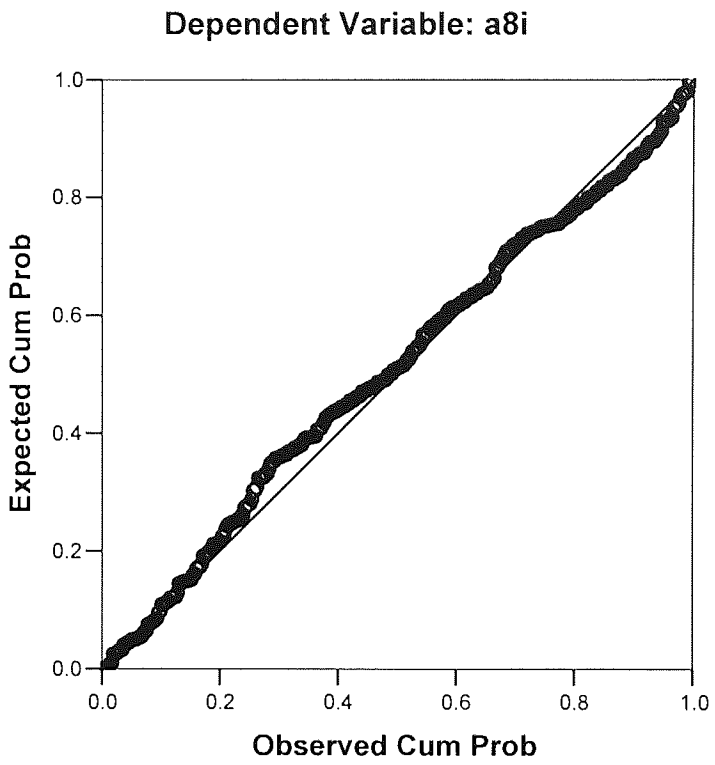
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6013	4.3596	3.5599	.28510	341
Residual	-1.55039	1.21773	.00000	.40031	341
Std. Predicted Value	-3.362	2.805	.000	1.000	341
Std. Residual	-3.751	2.947	.000	.969	341

a. Dependent Variable: a8i

Histogram

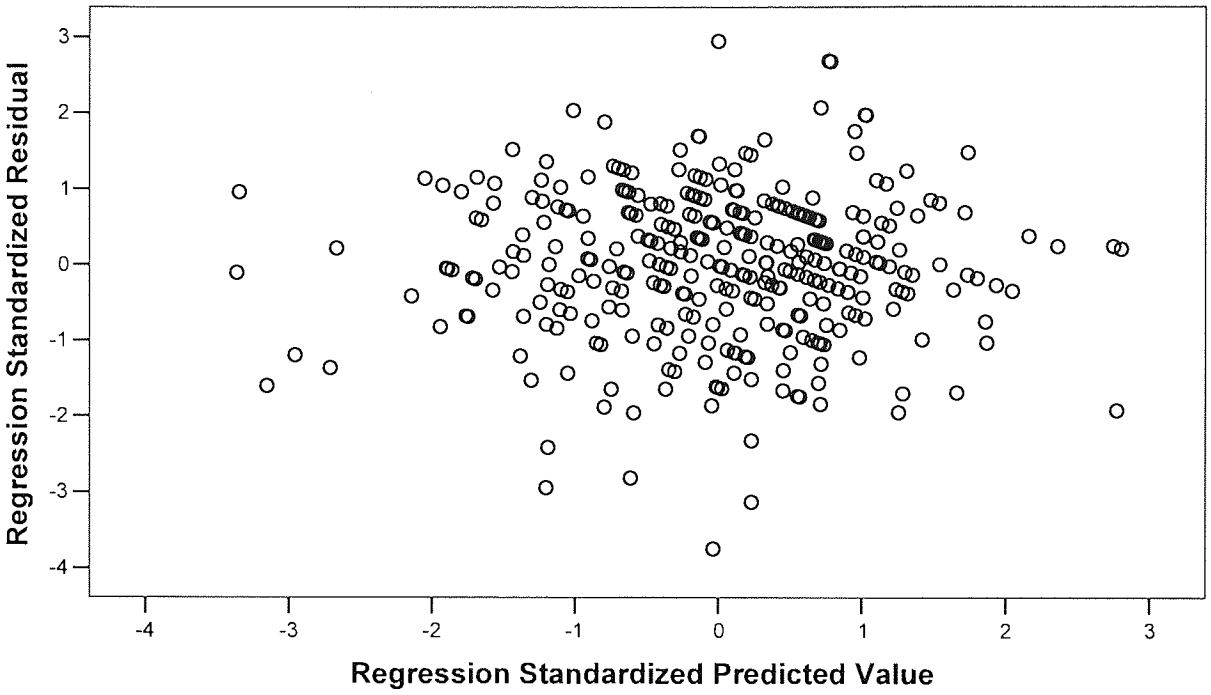

Dependent Variable: a8i
Frequency
60
50
40
30
20
10
0
-4
-3
-2
-1
0
1
2
3
Regression Standardized Residual
Mean = -8.22E-15
Std. Dev. = 0.969
N = 341

Normal P-P Plot of Regression Standardized Residual



Scatterplot

Dependent Variable: a8i



Descriptive Statistics

	Mean	Std. Deviation	N
a8c	3.7364	.48209	341
q8.51.1	3.8767	1.07367	341
q8.51.2	3.8643	1.05287	341
q8.51.3	3.2954	1.21155	341
q8.51.4	3.4855	1.22105	341
q8.51.5	3.5574	1.33054	341
q8.51.6	4.0544	1.03898	341
env_tec	3.7853	.73343	341
env_cus	3.7357	.80391	341
env_com	3.7411	.63354	341
env_reg	3.1664	.67011	341
q11.1	14.7560	9.33262	341
q11.3	.3783	.48568	341
q11.7.2	4.2545	7.32861	341
q11.8	75.3188	30.41172	341
q11.9	64.6942	35.34822	341
q11.15	8.4188	9.86722	341
size	275.0036	943.62880	341
a8o	2.8103	.62056	341
a1	3.6782	.73830	341
q12.5	4.3985	1.93463	341
qval	4.5292	.88883	341

Correlations

		a8c	q8.51.1	q8.51.2	q8.51.3	q8.51.4	q8.51.5	q8.51.6	env_tec	env_cus	env_con	env_reg	q11.1	q11.3	q11.7.2	q11.8	q11.9	q11.15	size	a8o	a1	q12.5	qval
Pearson Corr	a8c	1.000	.214	.264	.185	.167	.182	.296	.313	.199	.320	.172	-.033	-.007	.039	.101	.177	-.028	-.062	.212	.365	-.025	.466
	q8.51.	.214	1.000	.399	.371	.347	.379	.446	.095	-.001	.126	-.003	.101	.088	.020	-.033	.000	.103	.002	.039	.159	.027	.125
	q8.51.	.264	.399	1.000	.402	.395	.498	.410	.142	.171	.215	.039	.055	.082	.005	.061	.037	.097	-.105	.074	.237	-.051	.154
	q8.51.	.185	.371	.402	1.000	.548	.234	.284	.161	.069	.095	.137	.023	.117	-.011	.058	.028	.057	-.070	.042	.173	-.005	.244
	q8.51.	.167	.347	.395	.548	1.000	.448	.293	.247	.170	.123	.040	-.040	.106	.069	-.006	-.035	.033	-.066	.050	.126	-.162	.136
	q8.51.	.182	.379	.498	.234	.448	1.000	.377	.133	.188	.096	.021	-.040	.056	.032	.022	.036	.103	-.065	.063	.146	-.075	.086
	q8.51.	.296	.446	.410	.284	.293	.377	1.000	.086	.040	.191	.046	.113	.088	.052	.116	.116	.099	.087	-.054	.198	.149	.158
	env_te	.313	.095	.142	.161	.247	.133	.086	1.000	.301	.345	.128	-.071	.113	.024	.019	.003	.009	.014	.203	.302	-.025	.289
	env_cu	.199	-.001	.171	.069	.170	.188	.040	.301	1.000	.443	.032	-.093	.000	.089	.066	.133	-.058	-.157	.142	.115	-.156	.101
	env_co	.320	.126	.215	.095	.123	.096	.191	.345	.443	1.000	.052	.048	.084	-.017	.046	.048	.060	-.045	.271	.275	-.027	.219
	env_re	.172	-.003	.039	.137	.040	.021	.046	.128	.032	.052	1.000	-.088	.061	-.032	.000	.045	.160	-.040	.220	.216	-.083	.357
	q11.1	-.033	.101	.055	.023	-.040	-.040	.113	-.071	-.093	.048	-.088	1.000	.124	.144	.206	.093	.167	.184	-.057	.025	.278	-.071
	q11.3	-.007	.088	.082	.117	.106	.056	.088	.113	.000	.084	.061	.124	1.000	.034	.043	.001	.058	.155	-.067	.077	.175	.143
	q11.7.	.039	.020	.005	-.011	.069	.032	.052	.024	.089	-.017	-.032	.144	.034	1.000	.067	.119	.141	.078	-.053	-.055	.107	-.012
	q11.8	.101	-.033	.061	.058	-.006	.022	.116	.019	.066	.046	.000	.206	.043	.067	1.000	.711	.067	.078	-.075	.104	.089	.054
	q11.9	.177	.000	.037	.028	-.035	.036	.116	.003	.133	.048	.045	.093	.001	.119	.711	1.000	.057	.121	-.070	.038	.125	.039
	q11.15	-.028	.103	.097	.057	.033	.103	.099	.009	-.058	.060	.160	.167	.058	.141	.067	.057	1.000	.133	.081	.087	.098	.048
	size	-.062	.002	-.105	-.070	-.066	-.065	.087	.014	-.157	-.045	-.040	.184	.155	.078	.078	.121	.133	1.000	-.045	.044	.229	-.028
	a8o	.212	.039	.074	.042	.050	.063	-.054	.203	.142	.271	.220	-.057	-.067	-.053	-.075	-.070	.081	-.045	1.000	.221	-.212	.244
	a1	.365	.159	.237	.173	.126	.146	.198	.302	.115	.275	.216	.025	.077	-.055	.104	.038	.087	.044	.221	1.000	-.064	.506
	q12.5	-.025	.027	-.051	-.005	-.162	-.075	.149	-.025	-.156	-.027	-.083	.278	.175	.107	.089	.125	.098	.229	-.212	-.064	1.000	-.165
	qval	.466	.125	.154	.244	.136	.086	.158	.289	.101	.219	.357	-.071	.143	-.012	.054	.039	.048	-.028	.244	.506	-.165	1.000
Sig. (1-tailed)	a8c	.	.000	.000	.000	.001	.000	.000	.000	.000	.000	.001	.273	.447	.238	.031	.001	.304	.126	.000	.000	.325	.000
	q8.51.	.000	.	.000	.000	.000	.000	.000	.040	.492	.010	.478	.031	.052	.357	.271	.497	.029	.482	.238	.002	.309	.011
	q8.51.	.000	.000	.	.000	.000	.000	.000	.004	.001	.000	.235	.154	.066	.464	.130	.249	.036	.026	.086	.000	.174	.002
	q8.51.	.000	.000	.000	.	.000	.000	.000	.001	.101	.040	.006	.335	.015	.418	.144	.302	.148	.098	.218	.001	.460	.000
	q8.51.	.001	.000	.000	.000	.	.000	.000	.000	.001	.011	.234	.229	.025	.103	.455	.257	.269	.112	.177	.010	.001	.006
	q8.51.	.000	.000	.000	.000	.000	.	.000	.007	.000	.038	.348	.233	.153	.277	.341	.252	.029	.114	.123	.003	.084	.056
	q8.51.	.000	.000	.000	.000	.000	.000	.	.055	.232	.000	.200	.019	.052	.171	.016	.016	.034	.054	.161	.000	.003	.002
	env_te	.000	.040	.004	.001	.000	.007	.055	.	.000	.000	.009	.095	.018	.331	.362	.477	.437	.398	.000	.000	.321	.000
	env_cu	.000	.492	.001	.101	.001	.000	.232	.000	.	.000	.276	.044	.498	.050	.114	.007	.141	.002	.004	.017	.002	.032
	env_co	.000	.010	.000	.040	.011	.038	.000	.000	.000	.	.169	.190	.060	.379	.198	.191	.135	.204	.000	.000	.311	.000
	env_re	.001	.478	.235	.006	.234	.348	.200	.009	.276	.169	.	.052	.129	.280	.498	.206	.002	.231	.000	.000	.062	.000
	q11.1	.273	.031	.154	.335	.229	.233	.019	.095	.044	.190	.052	.	.011	.004	.000	.044	.001	.000	.146	.326	.000	.096
	q11.3	.447	.052	.066	.015	.025	.153	.052	.018	.498	.060	.129	.011	.	.263	.212	.491	.143	.002	.109	.077	.001	.004
	q11.7.	.238	.357	.464	.418	.103	.277	.171	.331	.050	.379	.280	.004	.263	.	.109	.014	.005	.076	.164	.155	.024	.414
	q11.8	.031	.271	.130	.144	.455	.341	.016	.362	.114	.198	.498	.000	.212	.109	.	.000	.108	.076	.084	.028	.051	.162
	q11.9	.001	.497	.249	.302	.257	.252	.016	.477	.007	.191	.206	.044	.491	.014	.000	.	.145	.013	.098	.244	.010	.234
	q11.15	.304	.029	.036	.148	.269	.029	.034	.437	.141	.135	.002	.001	.143	.005	.108	.145	.	.007	.068	.054	.035	.188
	size	.126	.482	.026	.098	.112	.114	.054	.398	.002	.204	.231	.000	.002	.076	.076	.013	.007	.	.202	.211	.000	.304
	a8o	.000	.238	.086	.218	.177	.123	.161	.000	.004	.000	.000	.146	.109	.164	.084	.098	.068	.202	.	.000	.000	.000
	a1	.000	.002	.000	.001	.010	.003	.000	.000	.017	.000	.000	.326	.077	.155	.028	.244	.054	.211	.000	.	.119	.000
	q12.5	.325	.309	.174	.460	.001	.084	.003	.321	.002	.311	.062	.000	.001	.024	.051	.010	.035	.000	.000	.119	.	.001
	qval	.000	.011	.002	.000	.006	.056	.002	.000	.032	.000	.000	.096	.004	.414	.162	.234	.188	.304	.000	.000	.001	.
N	a8c	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_te	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_cu	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_co	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_re	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.3	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.7.	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.8	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.9	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.15	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	size	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a8o	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q12.5	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	qval	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4[a], q11.9	.	Enter

a. All requested variables entered.

b. Dependent Variable: a8c

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620[a]	.384	.344	.39060

a. Predictors: (Constant), qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4, q11.9

b. Dependent Variable: a8c

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.351	21	1.445	9.473	.000[a]
	Residual	48.670	319	.153		
	Total	79.021	340			

a. Predictors: (Constant), qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4, q11.9

b. Dependent Variable: a8c

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.343	.217		6.184	.000		
	q8.51.1	.025	.024	.055	1.024	.306	.659	1.518
	q8.51.2	.038	.026	.083	1.454	.147	.591	1.691
	q8.51.3	-.013	.023	-.032	-.552	.582	.583	1.715
	q8.51.4	.002	.024	.005	.083	.934	.532	1.879
	q8.51.5	.002	.020	.006	.105	.917	.604	1.655
	q8.51.6	.067	.025	.144	2.623	.009	.640	1.563
	env_tec	.079	.034	.120	2.346	.020	.739	1.354
	env_cus	.004	.032	.007	.122	.903	.675	1.481
	env_com	.090	.041	.118	2.169	.031	.649	1.540
	env_reg	.006	.035	.008	.163	.871	.804	1.244
	q11.1	-.001	.003	-.016	-.323	.747	.804	1.243
	q11.3	-.093	.046	-.094	-2.013	.045	.886	1.129
	q11.7.2	.003	.003	.039	.841	.401	.911	1.097
	q11.8	-.001	.001	-.074	-1.136	.257	.453	2.207
	q11.9	.003	.001	.194	2.980	.003	.454	2.203
	q11.15	-.005	.002	-.095	-2.031	.043	.884	1.131
	size	-3.0E-005	.000	-.059	-1.229	.220	.850	1.176
	a8o	.059	.038	.076	1.535	.126	.796	1.256
	a1	.054	.035	.082	1.523	.129	.659	1.519
	q12.5	.016	.013	.063	1.232	.219	.746	1.341
	qval	.178	.031	.328	5.825	.000	.607	1.647

a. Dependent Variable: a8c

Collinearity Diagnostics

Mod	Dimen	Eigenval	Condition Index	Variance Proportions																				
				(Constant)	a8.51.1	a8.51.2	a8.51.3	a8.51.4	a8.51.5	a8.51.6	inv_ten	inv_cun	inv_con	inv_req	q11.1	q11.3	q11.7.2	q11.8	q11.9	q11.15	size	a8o	a1	q12.5	qval
1	1	7.816	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	1.009	4.202	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.02	.04	.00	.00	.02	.60	.00	.00	.00	.00
	3	.734	4.928	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.76	.00	.00	.03	.08	.00	.00	.00	.00
	4	.570	5.592	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.81	.04	.00	.00	.04	.08	.00	.00	.00	.00
	5	.517	5.870	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.08	.00	.00	.83	.06	.00	.00	.00	.00
	6	.310	7.578	.00	.00	.00	.01	.01	.01	.00	.00	.00	.00	.00	.17	.00	.03	.04	.10	.00	.09	.00	.00	.02	.00
	7	.256	8.342	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.49	.03	.00	.02	.11	.02	.01	.00	.00	.02	.00
	8	.162	0.503	.00	.01	.01	.04	.05	.05	.00	.00	.00	.00	.01	.11	.00	.00	.01	.01	.00	.01	.01	.00	.18	.00
	9	.136	1.451	.00	.01	.00	.02	.00	.03	.01	.00	.01	.00	.01	.11	.01	.00	.00	.00	.00	.01	.02	.00	.48	.01
	10	.097	3.519	.00	.00	.01	.33	.03	.31	.01	.00	.00	.00	.00	.00	.01	.00	.00	.00	.00	.00	.00	.00	.00	.00
	11	.061	7.135	.00	.22	.02	.00	.24	.04	.09	.02	.05	.00	.01	.01	.00	.01	.01	.01	.01	.00	.00	.01	.06	.01
	12	.050	8.899	.00	.07	.01	.00	.01	.02	.01	.00	.05	.01	.00	.03	.00	.01	.59	.51	.00	.00	.01	.02	.00	.01
	13	.047	9.485	.00	.07	.01	.09	.05	.29	.07	.01	.04	.03	.16	.03	.00	.00	.08	.07	.02	.00	.03	.00	.01	.02
	14	.043	0.345	.00	.10	.33	.19	.29	.00	.02	.00	.08	.01	.05	.00	.00	.00	.00	.00	.00	.02	.00	.00	.00	.01
	15	.038	1.716	.00	.27	.01	.03	.04	.03	.26	.00	.00	.00	.06	.02	.00	.00	.12	.04	.00	.00	.24	.01	.01	.02
	16	.033	3.204	.00	.02	.41	.15	.16	.16	.00	.03	.09	.00	.02	.01	.00	.00	.00	.01	.01	.00	.22	.02	.01	.02
	17	.032	3.726	.00	.01	.07	.05	.03	.00	.21	.06	.07	.00	.12	.00	.01	.00	.05	.07	.00	.01	.05	.23	.02	.06
	18	.029	4.849	.00	.17	.10	.04	.00	.02	.24	.00	.04	.01	.33	.00	.00	.00	.03	.03	.00	.02	.28	.03	.00	.01
	19	.022	8.367	.00	.01	.01	.01	.07	.00	.03	.83	.14	.00	.01	.01	.00	.00	.00	.01	.00	.00	.00	.13	.03	.02
	20	.017	2.700	.00	.00	.02	.02	.00	.00	.01	.00	.00	.00	.08	.00	.01	.01	.00	.00	.00	.00	.00	.54	.01	.78
	21	.015	4.904	.00	.00	.00	.01	.00	.04	.05	.02	.37	.90	.02	.00	.00	.01	.00	.00	.01	.00	.08	.01	.01	.00
	22	.008	5.934	.99	.04	.00	.01	.01	.00	.00	.01	.06	.04	.13	.00	.01	.00	.04	.01	.01	.00	.05	.00	.13	.03

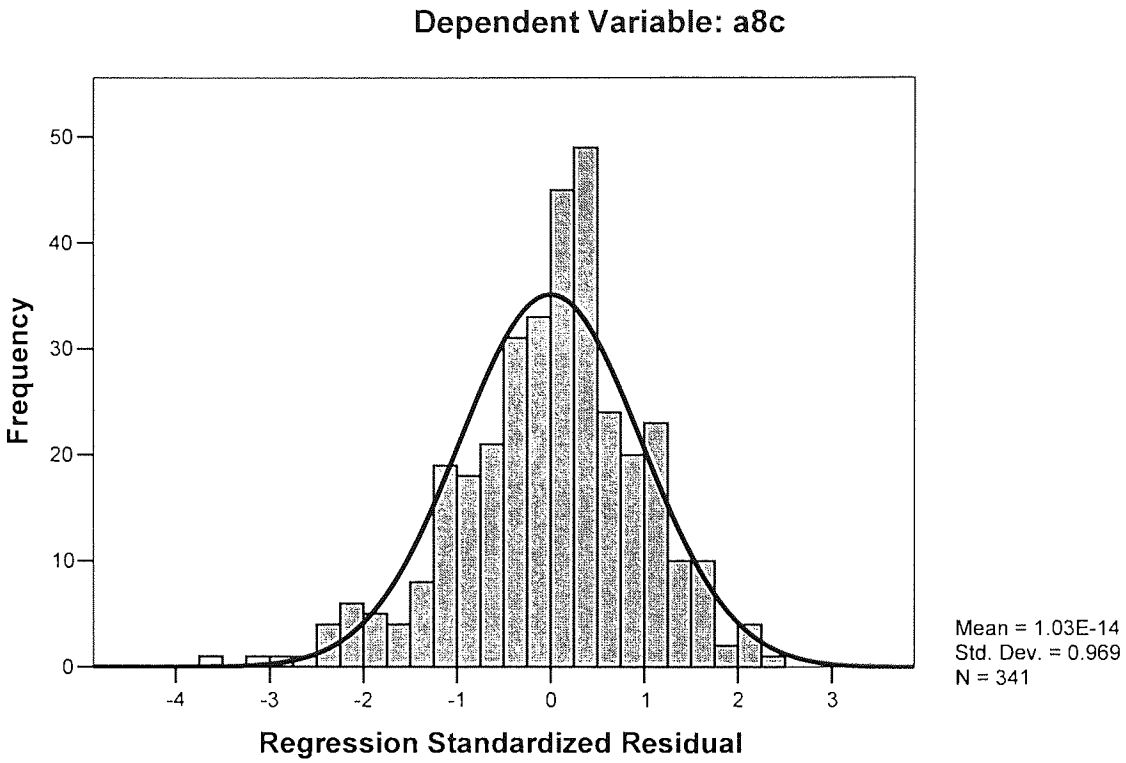
[a]Dependent Variable: a8c

Residuals Statistics[a]

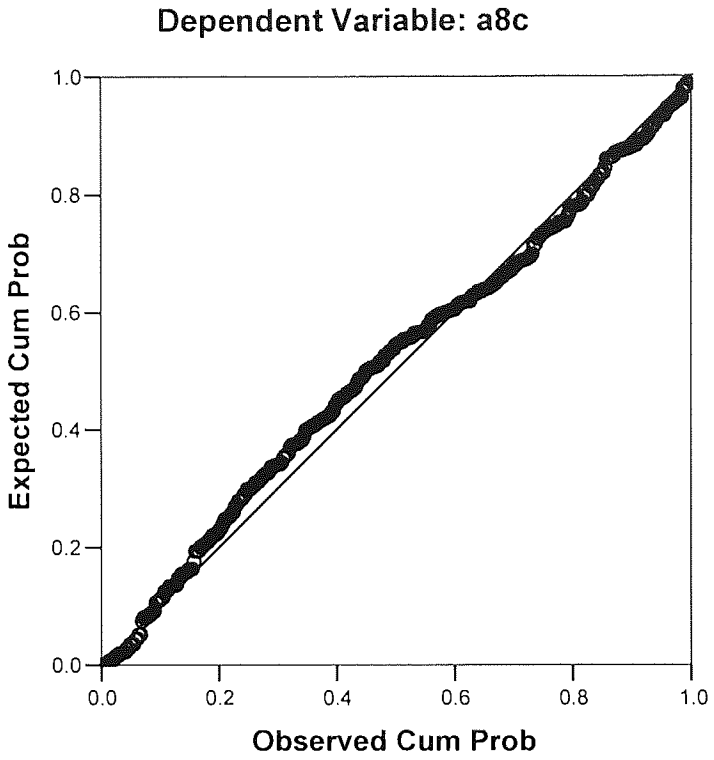
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6065	4.5170	3.7364	.29878	341
Residual	-1.41716	.94561	.00000	.37835	341
Std. Predicted Value	-3.782	2.613	.000	1.000	341
Std. Residual	-3.628	2.421	.000	.969	341

a. Dependent Variable: a8c

Histogram

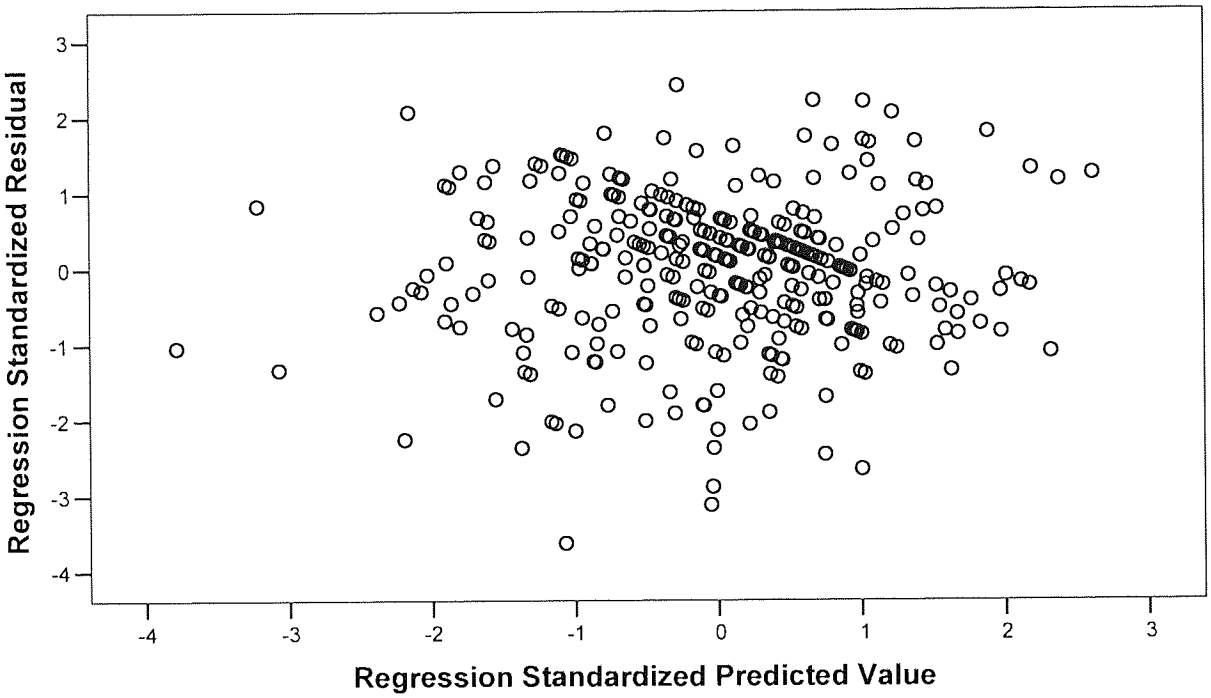

Dependent Variable: a8c
Frequency
50
40
30
20
10
0
-4
-3
-2
-1
0
1
2
3
Regression Standardized Residual
Mean = 1.03E-14
Std. Dev. = 0.969
N = 341

Normal P-P Plot of Regression Standardized Residual



Scatterplot

Dependent Variable: a8c



Descriptive Statistics

	Mean	Std. Deviation	N
a8leg	3.5885	.51461	341
q8.51.6	4.0544	1.03898	341
q8.51.2	3.8643	1.05287	341
q8.51.3	3.2954	1.21155	341
q8.51.4	3.4855	1.22105	341
q8.51.5	3.5574	1.33054	341
env_tec	3.7853	.73343	341
env_cus	3.7357	.80391	341
env_com	3.7411	.63354	341
env_reg	3.1664	.67011	341
q11.3	.3783	.48568	341
q11.7.2	4.2545	7.32861	341
q11.8	75.3188	30.41172	341
q11.15	8.4188	9.86722	341
size	275.0036	943.62880	341
a8o	2.8103	.62056	341
q11.1	14.7560	9.33262	341
a1	3.6782	.73830	341
q12.5	4.3985	1.93463	341
qval	4.5292	.88883	341
q11.9	64.6942	35.34822	341
q8.51.1	3.8767	1.07367	341

Correlations

		a8leg	q8.51.6	q8.51.2	q8.51.3	q8.51.4	q8.51.5	env_tec	nv_cus	nv_com	nv_rec	q11.3	q11.7.2	q11.8	q11.15	size	a8o	q11.1	a1	q12.5	qval	q11.9	q8.51.1
Pearson Co	a8leg	1.000	.258	.205	.194	.127	.153	.282	.250	.341	.173	.032	-.034	.062	.018	-.011	.318	-.018	.288	-.052	.425	.130	.174
	q8.51	.258	1.000	.410	.284	.293	.377	.086	.040	.191	.046	.088	.052	.116	.099	.087	-.054	.113	.198	.149	.158	.116	.446
	q8.51	.205	.410	1.000	.402	.395	.498	.142	.171	.215	.039	.082	.005	.061	.097	-.105	.074	.055	.237	-.051	.154	.037	.399
	q8.51	.194	.284	.402	1.000	.548	.234	.161	.069	.095	.137	.117	-.011	.058	.057	-.070	.042	.023	.173	-.005	.244	.028	.371
	q8.51	.127	.293	.395	.548	1.000	.448	.247	.170	.123	.040	.106	.069	-.006	.033	-.066	.050	-.040	.126	-.162	.136	-.035	.347
	q8.51	.153	.377	.498	.234	.448	1.000	.133	.188	.096	.021	.056	.032	.022	.103	-.065	.063	-.040	.146	-.075	.086	.036	.379
	env_t	.282	.086	.142	.161	.247	.133	1.000	.301	.345	.128	.113	.024	.019	.009	.014	.203	-.071	.302	-.025	.289	.003	.095
	env_c	.250	.040	.171	.069	.170	.188	.301	1.000	.443	.032	.000	.089	.066	-.058	-.157	.142	-.093	.115	-.156	.101	.133	-.001
	env_c	.341	.191	.215	.095	.123	.096	.345	.443	1.000	.052	.084	-.017	.046	.060	-.045	.271	.048	.275	-.027	.219	.048	.126
	env_r	.173	.046	.039	.137	.040	.021	.128	.032	.052	1.000	.061	-.032	.000	.160	-.040	.220	-.088	.216	-.083	.357	.045	-.003
	q11.3	.032	.088	.082	.117	.106	.056	.113	.000	.084	.061	1.000	.034	.043	.058	.155	-.067	.124	.077	.175	.143	.001	.088
	q11.7	-.034	.052	.005	-.011	.069	.032	.024	.089	-.017	-.032	.034	1.000	.067	.141	.078	-.053	.144	-.055	.107	-.012	.119	.020
	q11.8	.062	.116	.061	.058	-.006	.022	.019	.066	.046	.000	.043	.067	1.000	.067	.078	-.075	.206	.104	.089	.054	.711	-.033
	q11.1	.018	.099	.097	.057	.033	.103	.009	-.058	.060	.160	.058	.141	.067	1.000	.133	.081	.167	.087	.098	.048	.057	.103
	size	-.011	.087	-.105	-.070	-.066	-.065	.014	-.157	-.045	-.040	.155	.078	.078	.133	1.000	-.045	.184	.044	.229	-.028	.121	.002
	a8o	.318	-.054	.074	.042	.050	.063	.203	.142	.271	.220	-.067	-.053	-.075	.081	-.045	1.000	-.057	.221	-.212	.244	-.070	.039
	q11.1	-.018	.113	.055	.023	-.040	-.040	-.071	-.093	.048	-.088	.124	.144	.206	.167	.184	-.057	1.000	.025	.278	-.071	.093	.101
	a1	.288	.198	.237	.173	.126	.146	.302	.115	.275	.216	.077	-.055	.104	.087	.044	.221	.025	1.000	-.064	.506	.038	.159
	q12.5	-.052	.149	-.051	-.005	-.162	-.075	-.025	-.156	-.027	-.083	.175	.107	.089	.098	.229	-.212	.278	-.064	1.000	-.165	.125	.027
	qval	.425	.158	.154	.244	.136	.086	.289	.101	.219	.357	.143	-.012	.054	.048	-.028	.244	-.071	.506	-.165	1.000	.039	.125
	q11.9	.130	.116	.037	.028	-.035	.036	.003	.133	.048	.045	.001	.119	.711	.057	.121	-.070	.093	.038	.125	.039	1.000	.000
	q8.51	.174	.446	.399	.371	.347	.379	.095	-.001	.126	-.003	.088	.020	-.033	.103	.002	.039	.101	.159	.027	.125	.000	1.000
Sig. (1-tailed	a8leg	.	.000	.000	.000	.009	.002	.000	.000	.000	.001	.279	.266	.128	.369	.417	.000	.369	.000	.171	.000	.008	.001
	q8.51	.000	.	.000	.000	.000	.000	.055	.232	.000	.200	.052	.171	.016	.034	.054	.161	.019	.000	.003	.002	.016	.000
	q8.51	.000	.000	.	.000	.000	.000	.004	.001	.000	.235	.066	.464	.130	.036	.026	.086	.154	.000	.174	.002	.249	.000
	q8.51	.000	.000	.000	.	.000	.000	.001	.101	.040	.006	.015	.418	.144	.148	.098	.218	.335	.001	.460	.000	.302	.000
	q8.51	.009	.000	.000	.000	.	.000	.000	.001	.011	.234	.025	.103	.455	.269	.112	.177	.229	.010	.001	.006	.257	.000
	q8.51	.002	.000	.000	.000	.000	.	.007	.000	.038	.348	.153	.277	.341	.029	.114	.123	.233	.003	.084	.056	.252	.000
	env_t	.000	.055	.004	.001	.000	.007	.	.000	.000	.009	.018	.331	.362	.437	.398	.000	.095	.000	.321	.000	.477	.040
	env_c	.000	.232	.001	.101	.001	.000	.000	.	.000	.276	.498	.050	.114	.141	.002	.004	.044	.017	.002	.032	.007	.492
	env_c	.000	.000	.000	.000	.040	.011	.038	.000	.000	.	.169	.060	.379	.198	.135	.204	.000	.190	.000	.311	.000	.191	.010
	env_r	.001	.200	.235	.006	.234	.348	.009	.276	.169	.	.	.129	.280	.498	.002	.231	.000	.052	.000	.062	.000	.206	.478
	q11.3	.279	.052	.066	.015	.025	.153	.018	.498	.060	.129	.	.	.263	.212	.143	.002	.109	.011	.077	.001	.004	.491	.052
	q11.7	.266	.171	.464	.418	.103	.277	.331	.050	.379	.280	.263	.	.	.109	.005	.076	.164	.004	.155	.024	.414	.014	.357
	q11.8	.128	.016	.130	.144	.455	.341	.362	.114	.198	.498	.212	.109	.	.	.108	.076	.084	.000	.028	.051	.162	.000	.271
	q11.1	.369	.034	.036	.148	.269	.029	.437	.141	.135	.002	.143	.005	.108	.	.	.007	.068	.001	.054	.035	.188	.145	.029
	size	.417	.054	.026	.098	.112	.114	.398	.002	.204	.231	.002	.076	.076	.007	.	.202	.000	.211	.000	.304	.013	.482
	a8o	.000	.161	.086	.218	.177	.123	.000	.004	.000	.000	.109	.164	.084	.068	.202	.	.146	.000	.000	.000	.098	.238
	q11.1	.369	.019	.154	.335	.229	.233	.095	.044	.190	.052	.011	.004	.000	.001	.000	.146	.	.326	.000	.096	.044	.031
	a1	.000	.000	.000	.001	.010	.003	.000	.017	.000	.000	.077	.155	.028	.054	.211	.000	.326	.	.119	.000	.244	.002
	q12.5	.171	.003	.174	.460	.001	.084	.321	.002	.311	.062	.001	.024	.051	.035	.000	.000	.000	.119	.	.001	.010	.309
	qval	.000	.002	.002	.000	.006	.056	.000	.032	.000	.000	.004	.414	.162	.188	.304	.000	.096	.000	.001	.	.234	.011
	q11.9	.008	.016	.249	.302	.257	.252	.477	.007	.191	.206	.491	.014	.000	.145	.013	.098	.044	.244	.010	.234	.	.497
	q8.51	.001	.000	.000	.000	.000	.000	.040	.492	.010	.478	.052	.357	.271	.029	.482	.238	.031	.002	.309	.011	.497	.
N	a8leg	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_t	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_c	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_c	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_r	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.3	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.7	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.8	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	size	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a8o	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q12.5	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	qval	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.9	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	q8.51.1, q11.9, env_reg, q11.3, q11.7.2, env_cus, q11.15, size, a8o, q11.1, a1, q8.51.4, q12.5, env_tec, q8.51.6, q8.51.5, env_com, q8.51.3, qval, q8.51.2, q11.8[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: a8leg

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.585[a]	.342	.298	.43102

a. Predictors: (Constant), q8.51.1, q11.9, env_reg, q11.3, q11.7.2, env_cus, q11.15, size, a8o, q11.1, a1, q8.51.4, q12.5, env_tec, q8.51.6, q8.51.5, env_com, q8.51.3, qval, q8.51.2, q11.8

b. Dependent Variable: a8leg

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.778	21	1.466	7.889	.000[a]
	Residual	59.263	319	.186		
	Total	90.041	340			

a. Predictors: (Constant), q8.51.1, q11.9, env_reg, q11.3, q11.7.2, env_cus, q11.15, size, a8o, q11.1, a1, q8.51.4, q12.5, env_tec, q8.51.6, q8.51.5, env_com, q8.51.3, qval, q8.51.2, q11.8

b. Dependent Variable: a8leg

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.110	.240		4.632	.000		
	q8.51.6	.081	.028	.163	2.875	.004	.640	1.563
	q8.51.2	.008	.029	.017	.287	.774	.591	1.691
	q8.51.3	.024	.025	.057	.950	.343	.583	1.715
	q8.51.4	-.024	.026	-.056	-.899	.369	.532	1.879
	q8.51.5	.005	.023	.013	.222	.825	.604	1.655
	env_tec	.056	.037	.080	1.514	.131	.739	1.354
	env_cus	.068	.035	.106	1.922	.055	.675	1.481
	env_com	.093	.046	.114	2.025	.044	.649	1.540
	env_reg	-.003	.039	-.004	-.084	.933	.804	1.244
	q11.3	-.036	.051	-.034	-.713	.476	.886	1.129
	q11.7.2	-.003	.003	-.046	-.964	.336	.911	1.097
	q11.8	-.001	.001	-.077	-1.136	.257	.453	2.207
	q11.15	-.002	.003	-.035	-.732	.464	.884	1.131
	size	5.36E-006	.000	.010	.200	.842	.850	1.176
	a8o	.168	.042	.202	3.971	.000	.796	1.256
	q11.1	.001	.003	.009	.180	.858	.804	1.243
	a1	-.008	.039	-.011	-.196	.845	.659	1.519
	q12.5	.007	.014	.026	.503	.615	.746	1.341
	qval	.171	.034	.295	5.053	.000	.607	1.647
	q11.9	.002	.001	.146	2.167	.031	.454	2.203
	q8.51.1	.013	.027	.026	.467	.641	.659	1.518

a. Dependent Variable: a8leg

Collinearity Diagnostics[a]

Mo	Dime	enval	nditi Index	onsta	8.51.	8.51.	8.51.	8.51.	8.51.	nv_te	nv_cu	v_co	nv_re	11.3	11.7.	11.8	11.1	size	a8o	11.1	a1	12.5	qval	11.9	8.51.
					Variance Proportions																				
1	1	.816	.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.009	.202	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.02	.04	.00	.02	.60	.00	.00	.00	.00	.00	.00	.00
	3	.734	.928	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.76	.00	.03	.08	.00	.00	.00	.00	.00	.00	.00
	4	.570	.592	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.81	.04	.00	.04	.08	.00	.00	.00	.00	.00	.00	.00
	5	.517	.870	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.08	.00	.83	.06	.00	.00	.00	.00	.00	.00	.00
	6	.310	.578	.00	.00	.00	.01	.01	.01	.00	.00	.00	.00	.00	.03	.04	.00	.09	.00	.17	.00	.02	.00	.10	.00
	7	.256	.342	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.00	.02	.02	.01	.00	.49	.00	.02	.00	.11	.00
	8	.162	.503	.00	.00	.01	.04	.05	.05	.00	.00	.00	.01	.00	.00	.01	.00	.01	.01	.11	.00	.18	.00	.01	.01
	9	.136	.451	.00	.01	.00	.02	.00	.03	.00	.01	.00	.01	.01	.00	.00	.00	.01	.02	.11	.00	.48	.01	.00	.01
	10	.097	.519	.00	.01	.01	.33	.03	.31	.00	.00	.00	.00	.01	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	11	.061	.135	.00	.09	.02	.00	.24	.04	.02	.05	.00	.01	.00	.01	.01	.01	.00	.00	.01	.01	.06	.01	.01	.22
	12	.050	.899	.00	.01	.01	.00	.01	.02	.00	.05	.01	.00	.00	.01	.59	.00	.00	.01	.03	.02	.00	.01	.51	.07
	13	.047	.485	.00	.07	.01	.09	.05	.29	.01	.04	.03	.16	.00	.00	.08	.02	.00	.03	.03	.00	.01	.02	.07	.07
	14	.043	.345	.00	.02	.33	.19	.29	.00	.00	.08	.01	.05	.00	.00	.00	.00	.02	.00	.00	.00	.00	.01	.00	.10
	15	.038	.716	.00	.26	.01	.03	.04	.03	.00	.00	.00	.06	.00	.00	.12	.00	.00	.24	.02	.01	.01	.02	.04	.27
	16	.033	.204	.00	.00	.41	.15	.16	.16	.03	.09	.00	.02	.00	.00	.00	.01	.00	.22	.01	.02	.01	.02	.01	.02
	17	.032	.726	.00	.21	.07	.05	.03	.00	.06	.07	.00	.12	.01	.00	.05	.00	.01	.05	.00	.23	.02	.06	.07	.01
	18	.029	.849	.00	.24	.10	.04	.00	.02	.00	.04	.01	.33	.00	.00	.03	.00	.02	.28	.00	.03	.00	.01	.03	.17
	19	.022	.367	.00	.03	.01	.01	.07	.00	.83	.14	.00	.01	.00	.00	.00	.00	.00	.00	.01	.13	.03	.02	.01	.01
	20	.017	.700	.00	.01	.02	.02	.00	.00	.00	.00	.00	.08	.01	.01	.00	.00	.00	.00	.00	.54	.01	.78	.00	.00
	21	.015	.904	.00	.05	.00	.01	.00	.04	.02	.37	.90	.02	.00	.01	.00	.01	.00	.08	.00	.01	.01	.00	.00	.00
	22	.008	.934	.99	.00	.00	.01	.01	.00	.01	.06	.04	.13	.01	.00	.04	.01	.00	.05	.00	.00	.13	.03	.01	.04

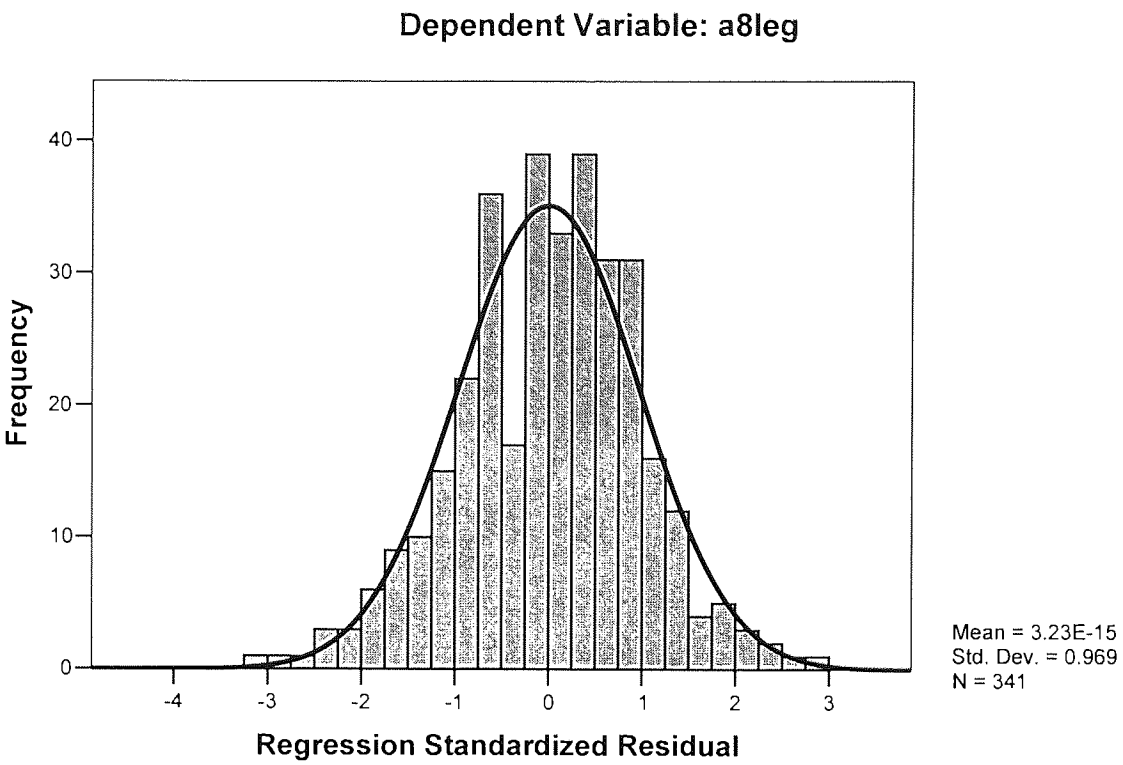
[a]Dependent Variable: a8leg

Residuals Statistics[a]

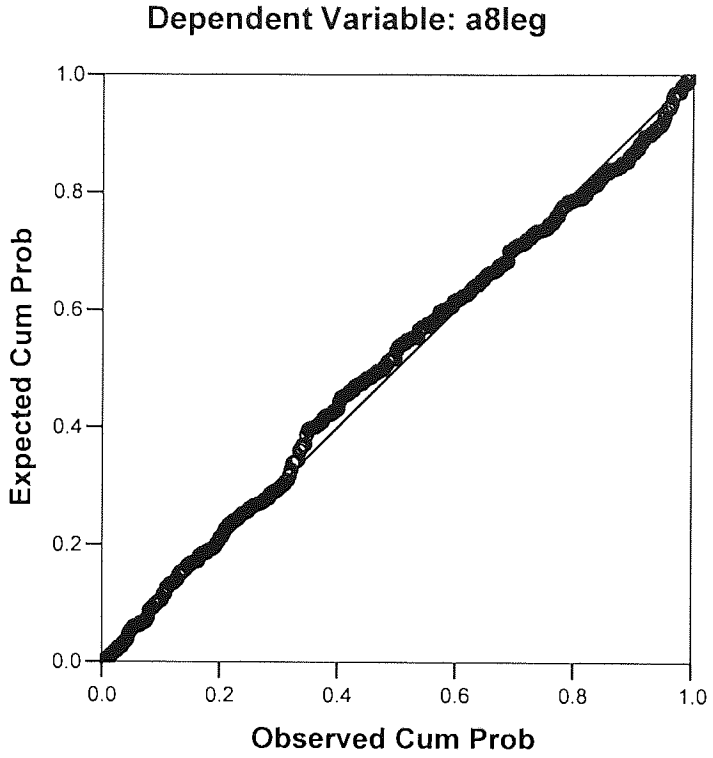
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4407	4.3669	3.5885	.30087	341
Residual	-1.32733	1.18554	.00000	.41750	341
Std. Predicted Value	-3.815	2.587	.000	1.000	341
Std. Residual	-3.080	2.751	.000	.969	341

a. Dependent Variable: a8leg

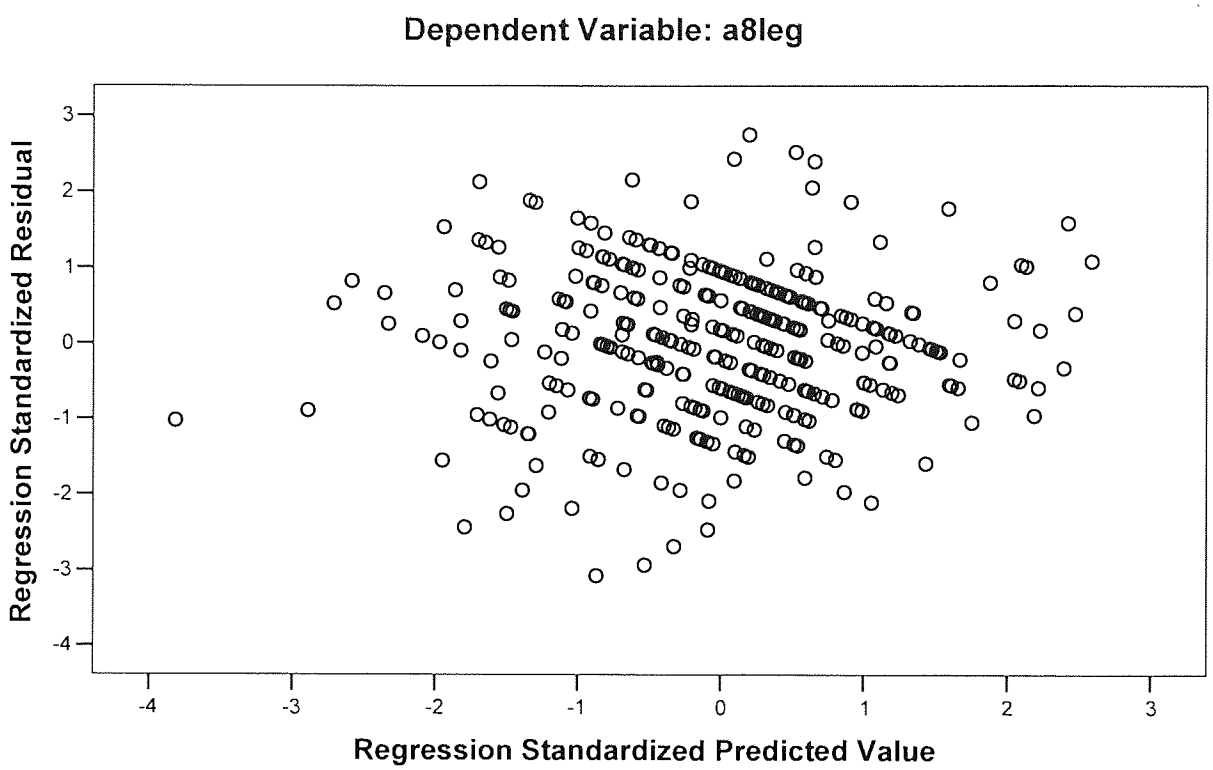
Histogram


Dependent Variable: a8leg
Frequency
40
30
20
10
0
-4
-3
-2
-1
0
1
2
3
Regression Standardized Residual
Mean = 3.23E-15
Std. Dev. = 0.969
N = 341

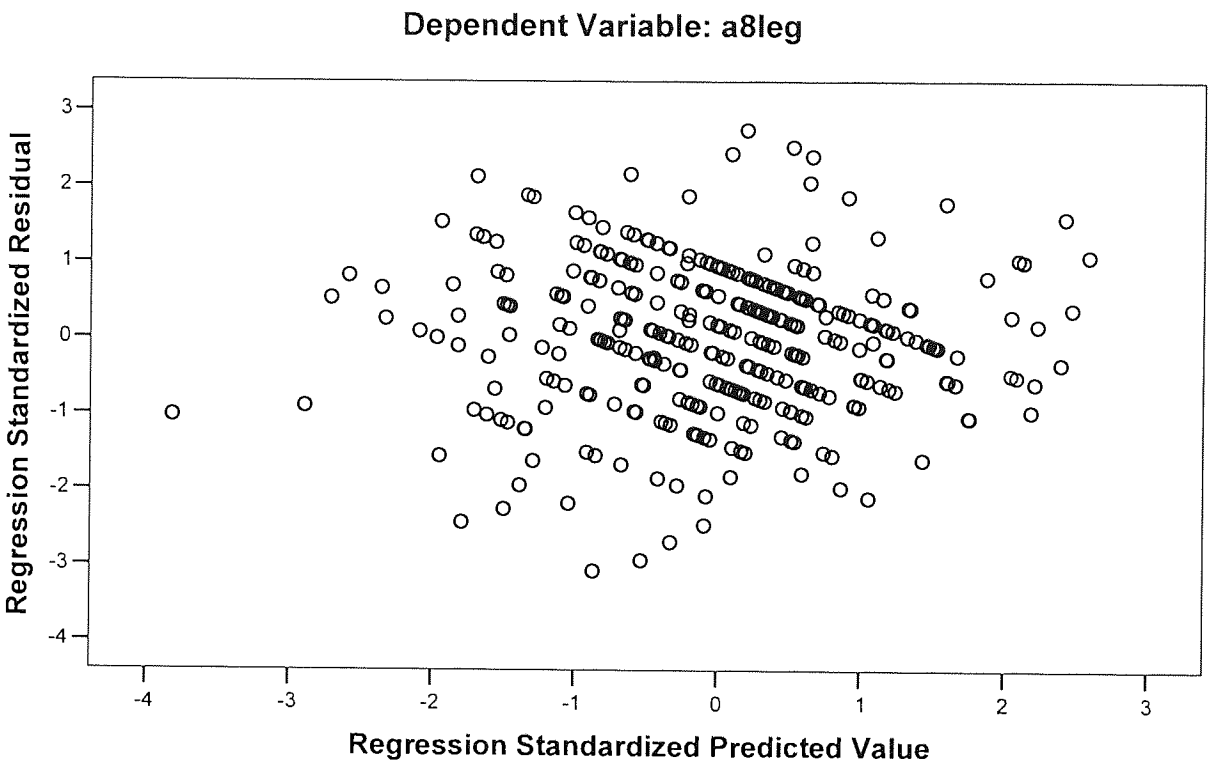
Normal P-P Plot of Regression Standardized Residual



Scatterplot



Scatterplot



Descriptive Statistics

	Mean	Std. Deviation	N
a8emm	2.7146	.67499	341
q8.51.1	3.8767	1.07367	341
q8.51.2	3.8643	1.05287	341
q8.51.3	3.2954	1.21155	341
q8.51.4	3.4855	1.22105	341
q8.51.5	3.5574	1.33054	341
q8.51.6	4.0544	1.03898	341
env_tec	3.7853	.73343	341
env_cus	3.7357	.80391	341
env_com	3.7411	.63354	341
env_reg	3.1664	.67011	341
q11.1	14.7560	9.33262	341
q11.3	.3783	.48568	341
q11.7.2	4.2545	7.32861	341
q11.8	75.3188	30.41172	341
q11.9	64.6942	35.34822	341
q11.15	8.4188	9.86722	341
size	275.0036	943.62880	341
a8o	2.8103	.62056	341
a1	3.6782	.73830	341
q12.5	4.3985	1.93463	341
qval	4.5292	.88883	341

Correlations

		a8emm	q8.51.1	q8.51.2	q8.51.3	q8.51.4	q8.51.5	q8.51.6	env_tec	nv_cus	nv_con	nv_reg	q11.1	q11.3	q11.7.2	q11.8	q11.9	q11.15	size	a8o	a1	q12.5	qval
Pearson Co	a8em	1.000	.004	.087	-.001	.136	.075	.014	.164	.141	.247	.104	-.071	.013	.023	-.041	.031	.088	-.023	.601	.133	-.163	.057
	q8.51	.004	1.000	.399	.371	.347	.379	.446	.095	-.001	.126	-.003	.101	.088	.020	-.033	.000	.103	.002	.039	.159	.027	.125
	q8.51	.087	.399	1.000	.402	.395	.498	.410	.142	.171	.215	.039	.055	.082	.005	.061	.037	.097	-.105	.074	.237	-.051	.154
	q8.51	-.001	.371	.402	1.000	.548	.234	.284	.161	.069	.095	.137	.023	.117	-.011	.058	.028	.057	-.070	.042	.173	-.005	.244
	q8.51	.136	.347	.395	.548	1.000	.448	.293	.247	.170	.123	.040	-.040	.106	.069	-.006	-.035	.033	-.066	.050	.126	-.162	.136
	q8.51	.075	.379	.498	.234	.448	1.000	.377	.133	.188	.096	.021	-.040	.056	.032	.022	.036	.103	-.065	.063	.146	-.075	.086
	q8.51	.014	.446	.410	.284	.293	.377	1.000	.086	.040	.191	.046	.113	.088	.052	.116	.116	.099	.087	-.054	.198	.149	.158
	env_t	.164	.095	.142	.161	.247	.133	.086	1.000	.301	.345	.128	-.071	.113	.024	.019	.003	.009	.014	.203	.302	-.025	.289
	env_c	.141	-.001	.171	.069	.170	.188	.040	.301	1.000	.443	.032	-.093	.000	.089	.066	.133	-.058	-.157	.142	.115	-.156	.101
	env_c	.247	.126	.215	.095	.123	.096	.191	.345	.443	1.000	.052	.048	.084	-.017	.046	.048	.060	-.045	.271	.275	-.027	.219
	env_r	.104	-.003	.039	.137	.040	.021	.046	.128	.032	.052	1.000	-.088	.061	-.032	.000	.045	.160	-.040	.220	.216	-.083	.357
	q11.1	-.071	.101	.055	.023	-.040	-.040	.113	-.071	-.093	.048	-.088	1.000	.124	.144	.206	.093	.167	.184	-.057	.025	.278	-.071
	q11.3	.013	.088	.082	.117	.106	.056	.088	.113	.000	.084	.061	.124	1.000	.034	.043	.001	.058	.155	-.067	.077	.175	.143
	q11.7	.023	.020	.005	-.011	.069	.032	.052	.024	.089	-.017	-.032	.144	.034	1.000	.067	.119	.141	.078	-.053	-.055	.107	-.012
	q11.8	-.041	-.033	.061	.058	-.006	.022	.116	.019	.066	.046	.000	.206	.043	.067	1.000	.711	.067	.078	-.075	.104	.089	.054
	q11.9	.031	.000	.037	.028	-.035	.036	.116	.003	.133	.048	.045	.093	.001	.119	.711	1.000	.057	.121	-.070	.038	.125	.039
	q11.1	.088	.103	.097	.057	.033	.103	.099	.009	-.058	.060	.160	.167	.058	.141	.067	.057	1.000	.133	.081	.087	.098	.048
	size	-.023	.002	-.105	-.070	-.066	-.065	.087	.014	-.157	-.045	-.040	.184	.155	.078	.078	.121	.133	1.000	-.045	.044	.229	-.028
	a8o	.601	.039	.074	.042	.050	.063	-.054	.203	.142	.271	.220	-.057	-.067	-.053	-.075	-.070	.081	-.045	1.000	.221	-.212	.244
	a1	.133	.159	.237	.173	.126	.146	.198	.302	.115	.275	.216	.025	.077	-.055	.104	.038	.087	.044	.221	1.000	-.064	.506
	q12.5	-.163	.027	-.051	-.005	-.162	-.075	.149	-.025	-.156	-.027	-.083	.278	.175	.107	.089	.125	.098	.229	-.212	-.064	1.000	-.165
	qval	.057	.125	.154	.244	.136	.086	.158	.289	.101	.219	.357	-.071	.143	-.012	.054	.039	.048	-.028	.244	.506	-.165	1.000
Sig. (1-taile	a8em	.	.471	.055	.492	.006	.083	.401	.001	.005	.000	.028	.095	.409	.335	.225	.283	.052	.335	.000	.007	.001	.147
	q8.51	.471	.	.000	.000	.000	.000	.000	.040	.492	.010	.478	.031	.052	.357	.271	.497	.029	.482	.238	.002	.309	.011
	q8.51	.055	.000	.	.000	.000	.000	.000	.004	.001	.000	.235	.154	.066	.464	.130	.249	.036	.026	.086	.000	.174	.002
	q8.51	.492	.000	.000	.	.000	.000	.000	.001	.101	.040	.006	.335	.015	.418	.144	.302	.148	.098	.218	.001	.460	.000
	q8.51	.006	.000	.000	.000	.	.000	.000	.000	.001	.011	.234	.229	.025	.103	.455	.257	.269	.112	.177	.010	.001	.006
	q8.51	.083	.000	.000	.000	.000	.	.000	.007	.000	.038	.348	.233	.153	.277	.341	.252	.029	.114	.123	.003	.084	.056
	q8.51	.401	.000	.000	.000	.000	.000	.	.055	.232	.000	.200	.019	.052	.171	.016	.016	.034	.054	.161	.000	.003	.002
	env_t	.001	.040	.004	.001	.000	.007	.055	.	.000	.000	.009	.095	.018	.331	.362	.477	.437	.398	.000	.000	.321	.000
	env_c	.005	.492	.001	.101	.001	.000	.232	.000	.	.000	.276	.044	.498	.050	.114	.007	.141	.002	.004	.017	.002	.032
	env_c	.000	.010	.000	.040	.011	.038	.000	.000	.000	.	.169	.190	.060	.379	.198	.191	.135	.204	.000	.000	.311	.000
	env_r	.028	.478	.235	.006	.234	.348	.200	.009	.276	.169	.	.052	.129	.280	.498	.206	.002	.231	.000	.000	.062	.000
	q11.1	.095	.031	.154	.335	.229	.233	.019	.095	.044	.190	.052	.	.011	.004	.000	.044	.001	.000	.146	.326	.000	.096
	q11.3	.409	.052	.066	.015	.025	.153	.052	.018	.498	.060	.129	.011	.	.263	.212	.491	.143	.002	.109	.077	.001	.004
	q11.7	.335	.357	.464	.418	.103	.277	.171	.331	.050	.379	.280	.004	.263	.	.109	.014	.005	.076	.164	.155	.024	.414
	q11.8	.225	.271	.130	.144	.455	.341	.016	.362	.114	.198	.498	.000	.212	.109	.	.000	.108	.076	.084	.028	.051	.162
	q11.9	.283	.497	.249	.302	.257	.252	.016	.477	.007	.191	.206	.044	.491	.014	.000	.	.145	.013	.098	.244	.010	.234
	q11.1	.052	.029	.036	.148	.269	.029	.034	.437	.141	.135	.002	.001	.143	.005	.108	.145	.	.007	.068	.054	.035	.188
	size	.335	.482	.026	.098	.112	.114	.054	.398	.002	.204	.231	.000	.002	.076	.076	.013	.007	.	.202	.211	.000	.304
	a8o	.000	.238	.086	.218	.177	.123	.161	.000	.004	.000	.000	.146	.109	.164	.084	.098	.068	.202	.	.000	.000	.000
	a1	.007	.002	.000	.001	.010	.003	.000	.000	.017	.000	.000	.326	.077	.155	.028	.244	.054	.211	.000	.	.119	.000
	q12.5	.001	.309	.174	.460	.001	.084	.003	.321	.002	.311	.062	.000	.001	.024	.051	.010	.035	.000	.000	.119	.	.001
	qval	.147	.011	.002	.000	.006	.056	.002	.000	.032	.000	.000	.096	.004	.414	.162	.234	.188	.304	.000	.000	.001	.
N	a8em	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q8.51	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_t	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_c	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_c	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	env_r	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.3	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.7	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.8	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.9	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q11.1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	size	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a8o	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	a1	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	q12.5	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341
	qval	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341	341

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4, q11.9[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: a8emm

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654[a]	.428	.391	.52692

a. Predictors: (Constant), qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4, q11.9

b. Dependent Variable: a8emm

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.340	21	3.159	11.378	.000[a]
	Residual	88.568	319	.278		
	Total	154.909	340			

a. Predictors: (Constant), qval, q11.7.2, size, q8.51.5, q11.8, q11.3, q11.15, env_com, q8.51.3, q11.1, a8o, env_reg, q12.5, env_tec, q8.51.1, env_cus, a1, q8.51.6, q8.51.2, q8.51.4, q11.9

b. Dependent Variable: a8emm

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.920	.293		3.140	.002		
	q8.51.1	-.045	.033	-.072	-1.373	.171	.659	1.518
	q8.51.2	.017	.035	.026	.468	.640	.591	1.691
	q8.51.3	-.050	.031	-.089	-1.608	.109	.583	1.715
	q8.51.4	.085	.032	.154	2.658	.008	.532	1.879
	q8.51.5	-.019	.028	-.038	-.691	.490	.604	1.655
	q8.51.6	.037	.034	.057	1.072	.285	.640	1.563
	env_tec	.018	.045	.020	.404	.687	.739	1.354
	env_cus	-.025	.043	-.029	-.572	.568	.675	1.481
	env_com	.091	.056	.086	1.629	.104	.649	1.540
	env_reg	-.013	.048	-.013	-.283	.777	.804	1.244
	q11.1	-.003	.003	-.045	-.961	.337	.804	1.243
	q11.3	.108	.063	.078	1.731	.084	.886	1.129
	q11.7.2	.004	.004	.040	.910	.363	.911	1.097
	q11.8	-.002	.001	-.107	-1.706	.089	.453	2.207
	q11.9	.003	.001	.163	2.590	.010	.454	2.203
	q11.15	.003	.003	.045	.992	.322	.884	1.131
	size	-1.0E-005	.000	-.014	-.313	.755	.850	1.176
	a8o	.655	.052	.602	12.692	.000	.796	1.256
	a1	.044	.048	.048	.916	.360	.659	1.519
	q12.5	-.022	.017	-.062	-1.274	.203	.746	1.341
	qval	-.120	.041	-.158	-2.908	.004	.607	1.647

a. Dependent Variable: a8emm

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions																				
				(Constant)	x1.51	x1.51	x1.51	x1.51	x1.51	x1.51	v_tv	v_cv	v_cv	v_rv	11.11	11.11	1.711	11.11	11.11	size	a8cc	a11	12.q	qva
1	1	3.816	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.009	20.202	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.02	.04	.00	.00	.02	.60	.00	.00	.00
	3	.734	9.928	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.76	.00	.00	.03	.08	.00	.00	.00
	4	.570	8.592	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.81	.04	.00	.00	.04	.08	.00	.00	.00
	5	.517	8.370	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.03	.08	.00	.00	.83	.06	.00	.00	.00
	6	.310	6.578	.00	.00	.00	.01	.01	.01	.00	.00	.00	.00	.00	.17	.00	.03	.04	.10	.00	.09	.00	.00	.02
	7	.256	5.342	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.49	.03	.00	.02	.11	.02	.01	.00	.00	.02
	8	.162	4.503	.00	.01	.01	.04	.05	.05	.00	.00	.00	.00	.01	.11	.00	.00	.01	.01	.00	.01	.01	.00	.18
	9	.136	4.451	.00	.01	.00	.02	.00	.03	.01	.00	.01	.00	.01	.11	.01	.00	.00	.00	.00	.01	.02	.00	.48
	10	.097	3.519	.00	.00	.01	.33	.03	.31	.01	.00	.00	.00	.00	.00	.01	.00	.00	.00	.00	.00	.00	.00	.00
	11	.061	2.835	.00	.22	.02	.00	.24	.04	.09	.02	.05	.00	.01	.01	.00	.01	.01	.01	.01	.00	.00	.01	.06
	12	.050	2.399	.00	.07	.01	.00	.01	.02	.01	.00	.05	.01	.00	.03	.00	.01	.59	.51	.00	.00	.01	.02	.00
	13	.047	2.185	.00	.07	.01	.09	.05	.29	.07	.01	.04	.03	.16	.03	.00	.00	.08	.07	.02	.00	.03	.00	.01
	14	.043	2.345	.00	.10	.33	.19	.29	.00	.02	.00	.08	.01	.05	.00	.00	.00	.00	.00	.00	.02	.00	.00	.00
	15	.038	2.716	.00	.27	.01	.03	.04	.03	.26	.00	.00	.00	.06	.02	.00	.00	.12	.04	.00	.00	.24	.01	.01
	16	.033	2.204	.00	.02	.41	.15	.16	.16	.00	.03	.09	.00	.02	.01	.00	.00	.00	.01	.01	.00	.22	.02	.01
	17	.032	2.726	.00	.01	.07	.05	.03	.00	.21	.06	.07	.00	.12	.00	.01	.00	.05	.07	.00	.01	.05	.23	.02
	18	.029	2.349	.00	.17	.10	.04	.00	.02	.24	.00	.04	.01	.33	.00	.00	.00	.03	.03	.00	.02	.28	.03	.00
	19	.022	2.367	.00	.01	.01	.01	.07	.00	.03	.83	.14	.00	.01	.01	.00	.00	.00	.01	.00	.00	.00	.13	.03
	20	.017	2.700	.00	.00	.02	.02	.00	.00	.01	.00	.00	.00	.08	.00	.01	.01	.00	.00	.00	.00	.00	.54	.01
	21	.015	2.904	.00	.00	.00	.01	.00	.04	.05	.02	.37	.90	.02	.00	.00	.01	.00	.00	.01	.00	.08	.01	.01
	22	.008	3.934	.99	.04	.00	.01	.01	.00	.00	.01	.06	.04	.13	.00	.01	.00	.04	.01	.01	.00	.05	.00	.13

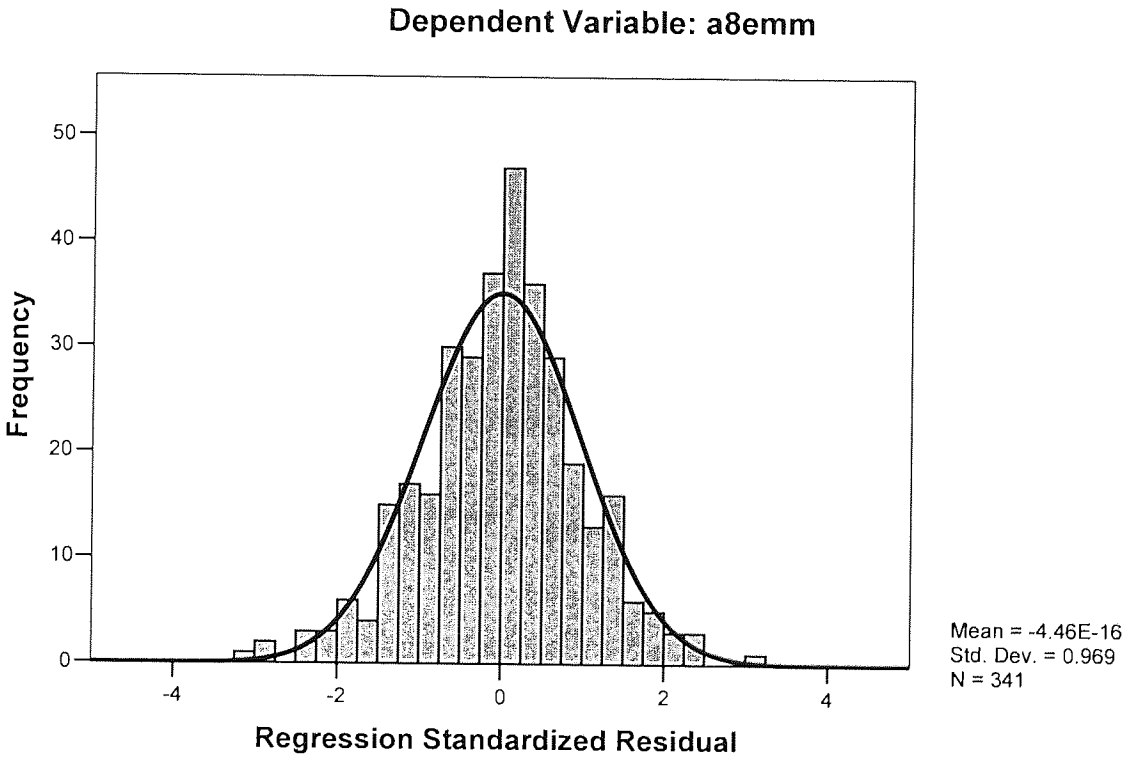
[a] Dependent Variable: a8emm

Residuals Statistics[a]

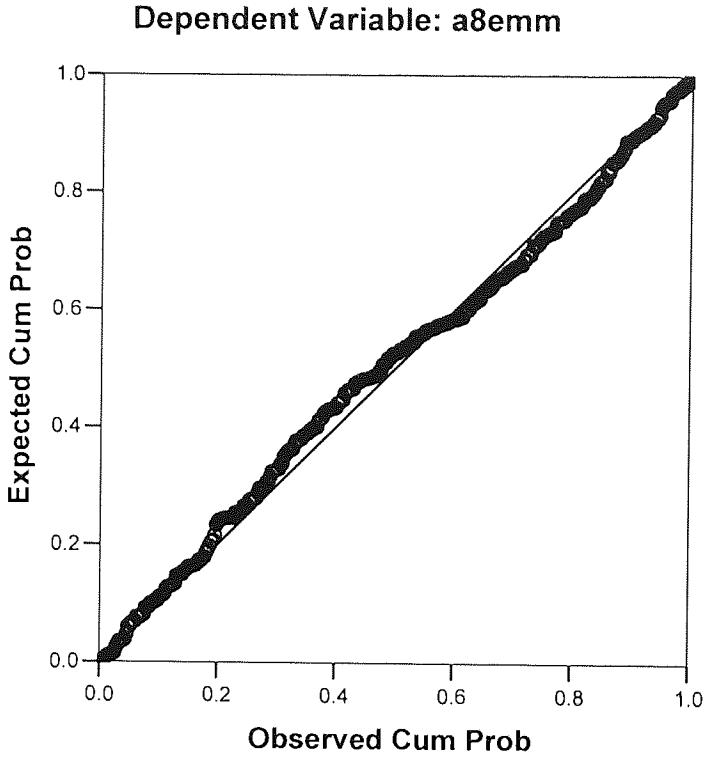
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.4650	4.1878	2.7146	.44172	341
Residual	-1.65547	1.64890	.00000	.51039	341
Std. Predicted Value	-2.829	3.335	.000	1.000	341
Std. Residual	-3.142	3.129	.000	.969	341

a. Dependent Variable: a8emm

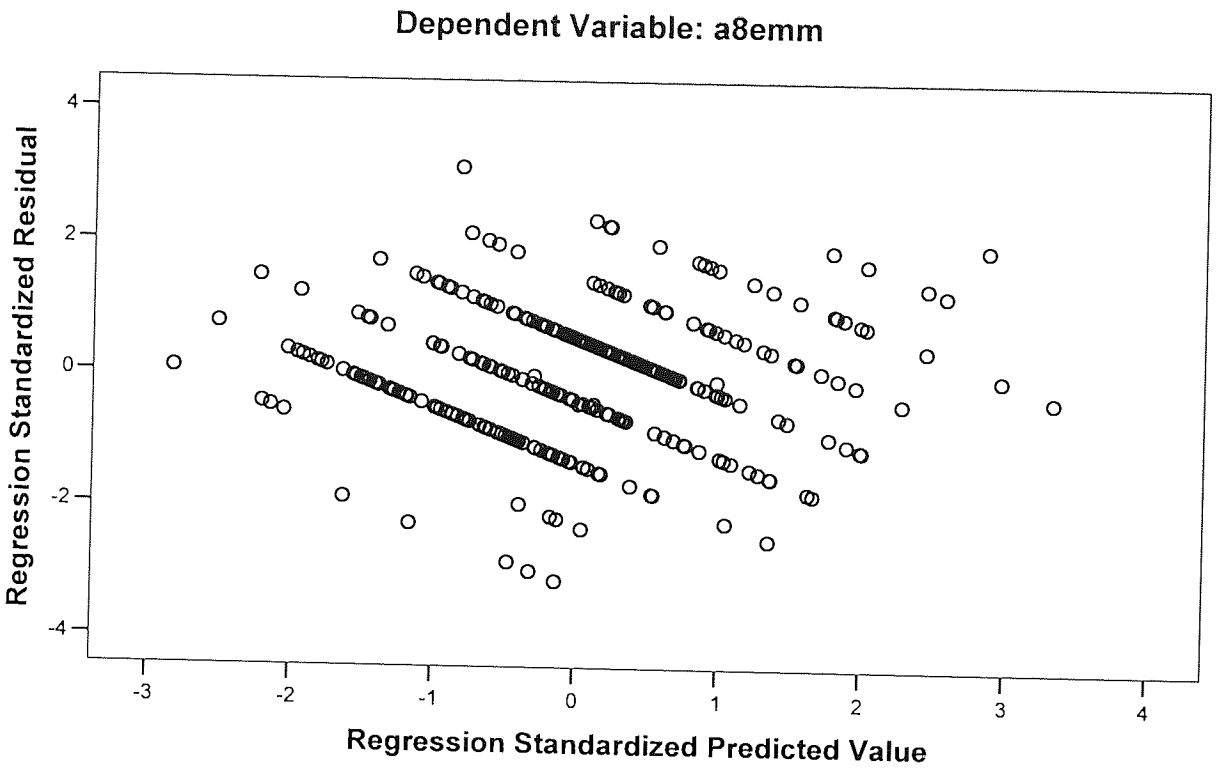
Histogram



Normal P-P Plot of Regression Standardized Residual



Scatterplot



CHAPTER TEN

APPENDIX 10.1

Dependent Variable: expdimen
Bonferroni

(I) VAR00001	(J) VAR00001	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.06740	.06782	1.000	-.1232	.2580
	3.00	.31830(*)	.06782	.000	.1277	.5089
	4.00	.35740(*)	.06782	.000	.1668	.5480
	5.00	-.45995(*)	.06782	.000	-.6505	-.2693
2.00	1.00	-.06740	.06782	1.000	-.2580	.1232
	3.00	.25091(*)	.06782	.002	.0603	.4415
	4.00	.29000(*)	.06782	.000	.0994	.4806
	5.00	-.52734(*)	.06782	.000	-.7179	-.3367
3.00	1.00	-.31830(*)	.06782	.000	-.5089	-.1277
	2.00	-.25091(*)	.06782	.002	-.4415	-.0603
	4.00	.03909	.06782	1.000	-.1515	.2297
	5.00	-.77825(*)	.06782	.000	-.9689	-.5877
4.00	1.00	-.35740(*)	.06782	.000	-.5480	-.1668
	2.00	-.29000(*)	.06782	.000	-.4806	-.0994
	3.00	-.03909	.06782	1.000	-.2297	.1515
	5.00	-.81735(*)	.06782	.000	-1.0079	-.6267
5.00	1.00	.45995(*)	.06782	.000	.2693	.6505
	2.00	.52734(*)	.06782	.000	.3367	.7179
	3.00	.77825(*)	.06782	.000	.5877	.9689
	4.00	.81735(*)	.06782	.000	.6267	1.0079

* The mean difference is significant at the .05 level.

Multiple Comparisons

Dependent Variable: a11.5

Bonferroni

(I) VAR00001	(J) VAR00001	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	-.63352	.71417	1.000	-2.6407	1.3737
	3.00	9.71518*	.71417	.000	7.7080	11.7224
	4.00	11.62807*	.71417	.000	9.6208	13.6353
	5.00	-1.02788	.71417	1.000	-3.0351	.9793
2.00	1.00	.63352	.71417	1.000	-1.3737	2.6407
	3.00	10.34869*	.71417	.000	8.3415	12.3559
	4.00	12.26158*	.71417	.000	10.2544	14.2688
	5.00	-.39437	.71417	1.000	-2.4016	1.6128
3.00	1.00	-9.71518*	.71417	.000	-11.7224	-7.7080
	2.00	-10.34869*	.71417	.000	-12.3559	-8.3415
	4.00	1.91289	.71417	.075	-.0943	3.9201
	5.00	-10.74306*	.71417	.000	-12.7503	-8.7358
4.00	1.00	-11.62807*	.71417	.000	-13.6353	-9.6208
	2.00	-12.26158*	.71417	.000	-14.2688	-10.2544
	3.00	-1.91289	.71417	.075	-3.9201	.0943
	5.00	-12.65595*	.71417	.000	-14.6632	-10.6487
5.00	1.00	1.02788	.71417	1.000	-.9793	3.0351
	2.00	.39437	.71417	1.000	-1.6128	2.4016
	3.00	10.74306*	.71417	.000	8.7358	12.7503
	4.00	12.65595*	.71417	.000	10.6487	14.6632

*. The mean difference is significant at the .05 level.

APPENDIX 10.2 Factor Analysis of Export Performance Measures

Communalities

	Initial	Extraction
zq11a	1.000	.867
zq13a	1.000	.879
zq17	1.000	.868
zq18	1.000	.844
zobj_sat	1.000	.628

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loading			Rotation Sums of Squared Loading		
Compone	Total	% of Varianc	Cumulative %	Total	% of Varianc	Cumulative %	Total	% of Varianc	Cumulative %
1	2.650	53.001	53.001	2.650	53.001	53.001	2.194	43.872	43.872
2	1.436	28.729	81.730	1.436	28.729	81.730	1.893	37.858	81.730
3	.493	9.855	91.585						
4	.231	4.616	96.201						
5	.190	3.799	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
zq11a	.668	.649
zq13a	.651	.675
zq17	.777	-.514
zq18	.747	-.535
zobj_sat	.787	-.093

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Rotated Component Matrix[a]

	Component	
	1	2
zq11a	.130	.922
zq13a	.100	.932
zq17	.929	.070
zq18	.918	.035
zobj_sat	.679	.409

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.790	.613
2	-.613	.790

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Appendix 10.3 Regression for Export Performance

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	a8c, a8emm, a8emu, a8leg, a8i[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: newperf_s2

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.311[a]	.097	.084	2.47398	.097	7.476	5	348	.000

a. Predictors: (Constant), a8c, a8emm, a8emu, a8leg, a8i

b. Dependent Variable: newperf_s2

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	228.794	5	45.759	7.476	.000[a]
	Residual	2129.953	348	6.121		
	Total	2358.747	353			

a. Predictors: (Constant), a8c, a8emm, a8emu, a8leg, a8i

b. Dependent Variable: newperf_s2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-5.594	1.201		-4.656	.000		
	a8i	.371	.473	.070	.783	.434	.326	3.069
	a8emm	.154	.196	.041	.787	.432	.975	1.026
	a8emu	1.146	.261	.275	4.398	.000	.664	1.507
	a8leg	-.427	.430	-.084	-.992	.322	.361	2.773
	a8c	.284	.590	.053	.481	.631	.217	4.601

a. Dependent Variable: newperf_s2

Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	a8i	a8emm	a8emu	a8leg	a8c
1	1	5.910	1.000	.00	.00	.00	.00	.00	.00
	2	.057	10.177	.00	.00	.81	.03	.00	.00
	3	.014	20.270	.00	.03	.02	.83	.09	.01
	4	.010	24.226	.98	.01	.15	.08	.04	.01
	5	.006	32.048	.01	.53	.01	.02	.57	.00
	6	.003	48.174	.01	.42	.01	.03	.29	.97

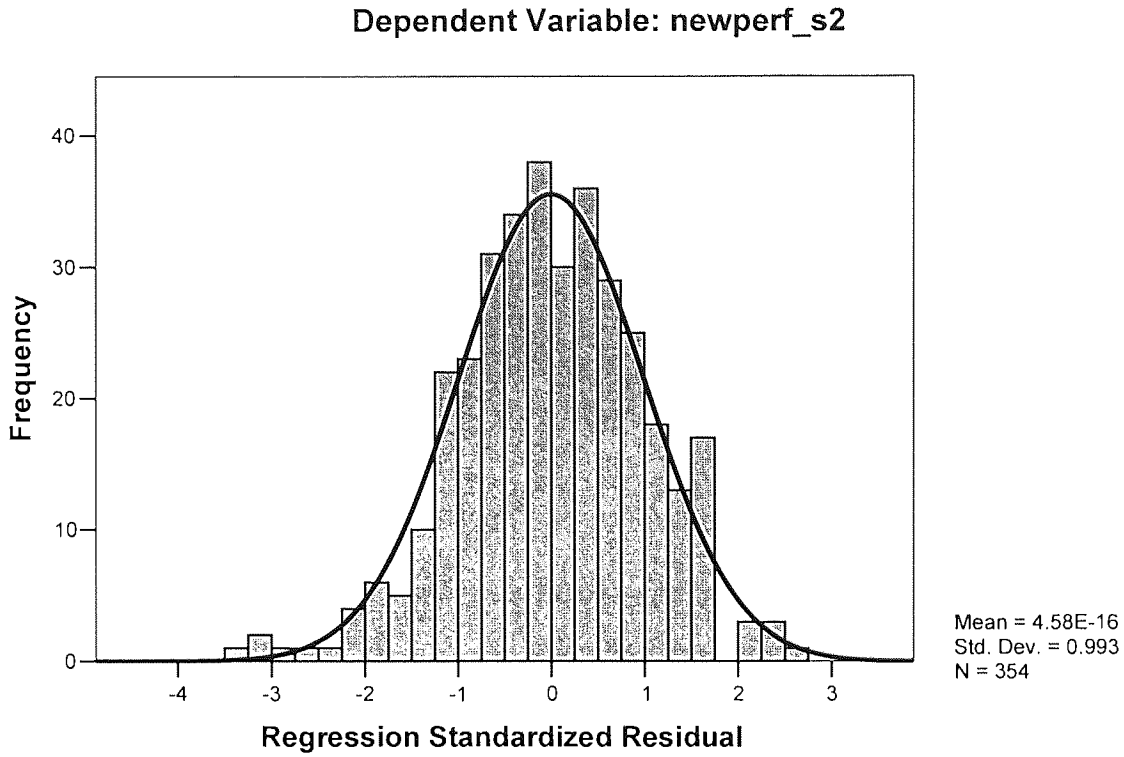
a. Dependent Variable: newperf_s2

Residuals Statistics[a]

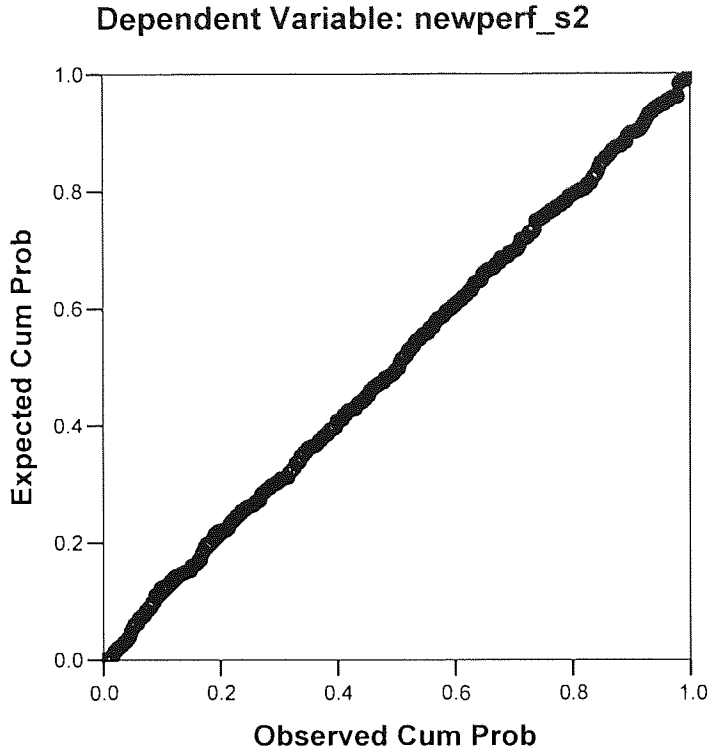
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-2.6060	1.9970	.0000	.80507	354
Residual	-8.49067	6.80251	.00000	2.45639	354
Std. Predicted Value	-3.237	2.480	.000	1.000	354
Std. Residual	-3.432	2.750	.000	.993	354

a. Dependent Variable: newperf_s2

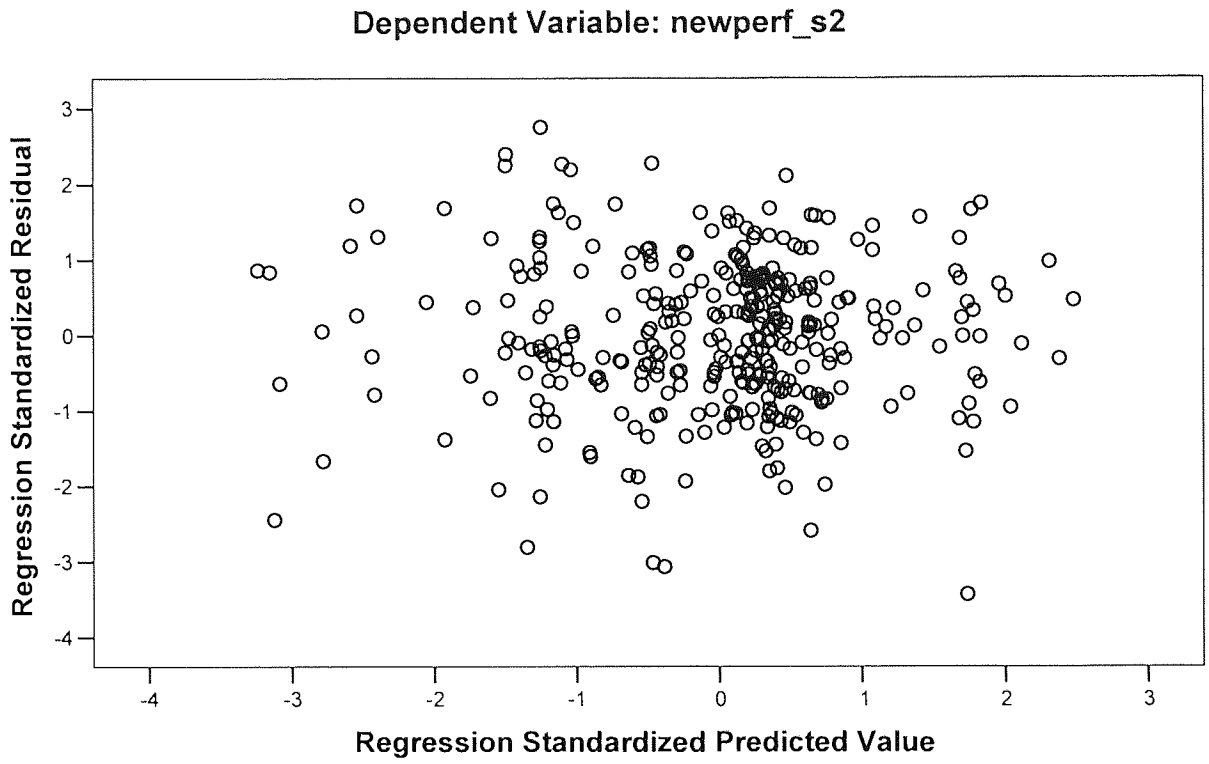
Histogram


Dependent Variable: newperf_s2
Frequency
40
30
20
10
0
-4
-3
-2
-1
0
1
2
3
Regression Standardized Residual
Mean = 4.58E-16
Std. Dev. = 0.993
N = 354

Normal P-P Plot of Regression Standardized Residual



Scatterplot

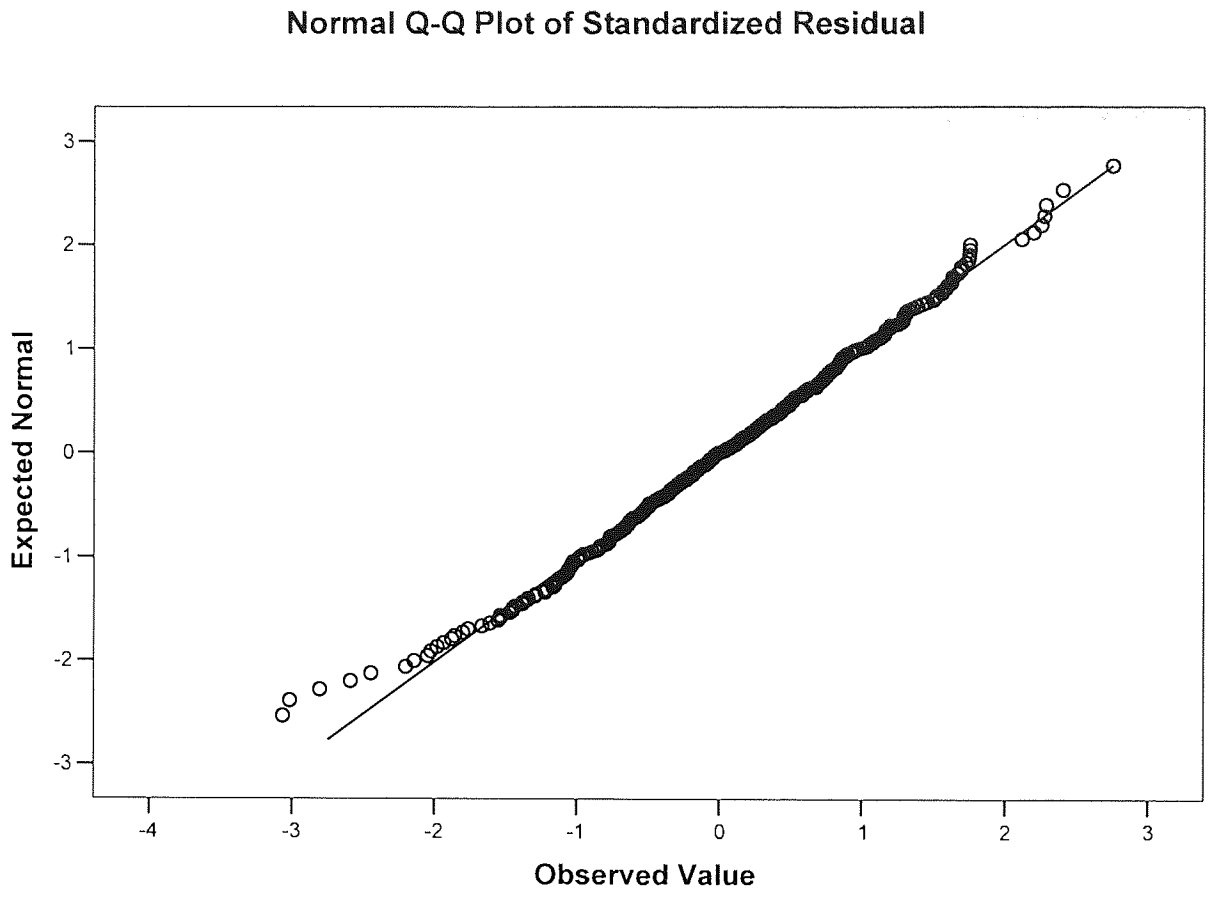


Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ZRE_1	.024	354	.200*	.994	354	.194

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction



Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	a8o, a8emu, env_cus, env_reg, env_tec, env_com, a8leg, a8emm, a8i, a8c[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: newperf_s2

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.413[a]	.171	.146	2.38822	.171	7.055	10	343	.000

a. Predictors: (Constant), a8o, a8emu, env_cus, env_reg, env_tec, env_com, a8leg, a8emm, a8i, a8c

b. Dependent Variable: newperf_s2

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	402.408	10	40.241	7.055	.000[a]
	Residual	1956.339	343	5.704		
	Total	2358.747	353			

a. Predictors: (Constant), a8o, a8emu, env_cus, env_reg, env_tec, env_com, a8leg, a8emm, a8i, a8c

b. Dependent Variable: newperf_s2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-5.822	1.297		-4.490	.000		
	a8i	.050	.465	.009	.108	.914	.314	3.185
	a8emm	.154	.240	.041	.644	.520	.607	1.647
	a8emu	1.060	.253	.254	4.188	.000	.655	1.526
	a8leg	-.305	.432	-.060	-.708	.480	.334	2.994
	a8c	.552	.577	.102	.956	.340	.212	4.722
	env_reg	.877	.198	.228	4.424	.000	.914	1.094
	env_cus	-.311	.182	-.096	-1.703	.089	.765	1.306
	env_tec	-.107	.197	-.030	-.545	.586	.786	1.272
	env_com	-.342	.246	-.083	-1.393	.165	.682	1.467
	a8o	.113	.277	.027	.408	.683	.552	1.810

a. Dependent Variable: newperf_s2

Collinearity Diagnostics[a]

Mode	Dimension	Eigenvalue	Condition Index	Variance Proportions										
				Constant	a8i	a8emm	a8emu	a8leg	a8c	env_reg	env_cus	env_tec	env_com	a8o
1	1	10.758	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.0
	2	.069	12.475	.00	.00	.28	.02	.00	.00	.00	.00	.00	.00	.0
	3	.047	15.147	.00	.00	.00	.01	.00	.00	.30	.30	.03	.04	.0
	4	.034	17.693	.00	.01	.01	.04	.01	.01	.59	.19	.00	.00	.0
	5	.025	20.555	.00	.00	.00	.01	.01	.00	.00	.15	.90	.00	.0
	6	.019	23.619	.02	.00	.60	.03	.00	.00	.00	.00	.02	.00	.7
	7	.017	25.190	.00	.00	.01	.09	.00	.00	.01	.33	.03	.75	.0
	8	.014	27.944	.00	.05	.01	.67	.08	.02	.00	.01	.00	.10	.0
	9	.009	35.509	.94	.00	.08	.08	.03	.00	.09	.01	.00	.07	.0
	10	.005	44.816	.03	.51	.00	.01	.59	.00	.00	.02	.02	.02	.0
	11	.002	65.899	.01	.42	.00	.04	.28	.97	.00	.00	.00	.02	.0

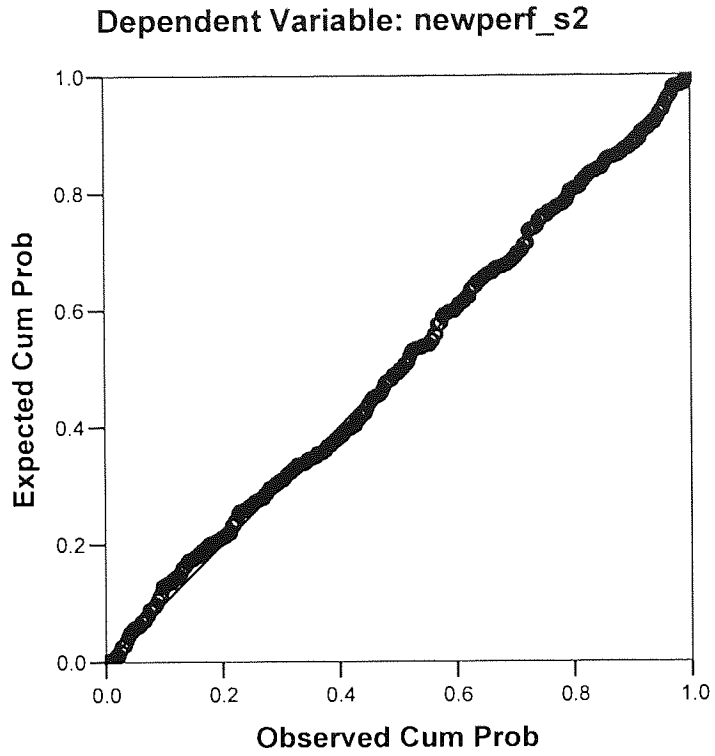
a. Dependent Variable: newperf_s2

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-4.1802	3.0413	.0000	1.06769	354
Residual	-7.25441	6.75956	.00000	2.35415	354
Std. Predicted Value	-3.915	2.848	.000	1.000	354
Std. Residual	-3.038	2.830	.000	.986	354

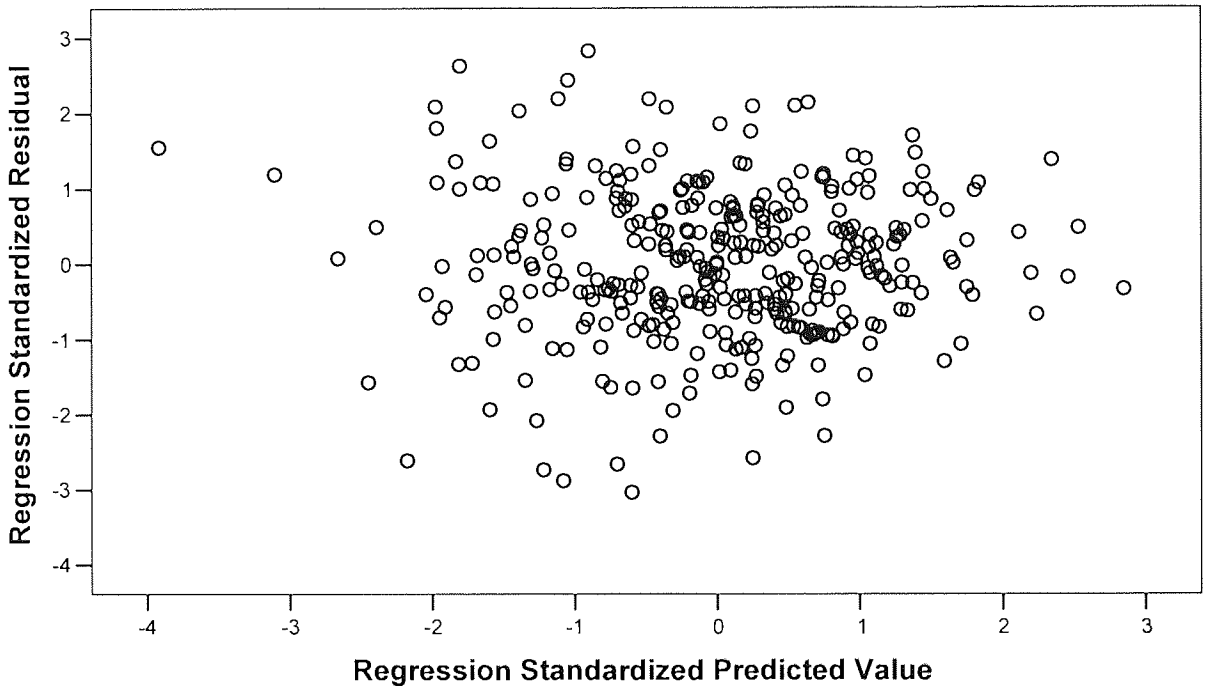
a. Dependent Variable: newperf_s2

Normal P-P Plot of Regression Standardized Residual



Scatterplot

Dependent Variable: newperf_s2



Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
ZRE_1	354	4.5%	7434	95.5%	7788	100.0%

Extreme Values

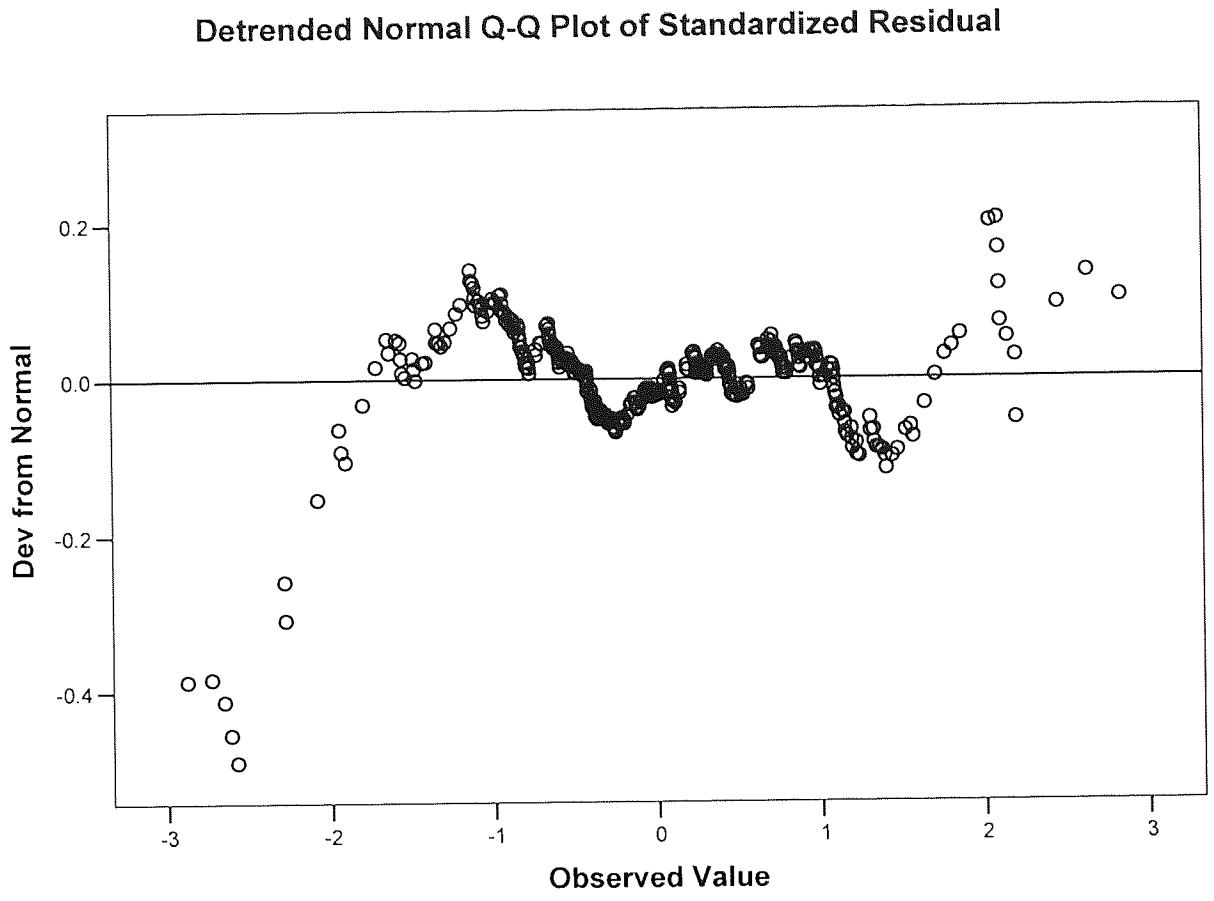
			Case Number	Value
ZRE_1	Highest	1	299	2.83037
		2	349	2.63024
		3	81	2.44736
		4	37	2.19624
		5	168	2.19088
	Lowest	1	16	-3.03757
		2	153	-2.87968
		3	65	-2.73318
		4	80	-2.65535
		5	202	-2.61234

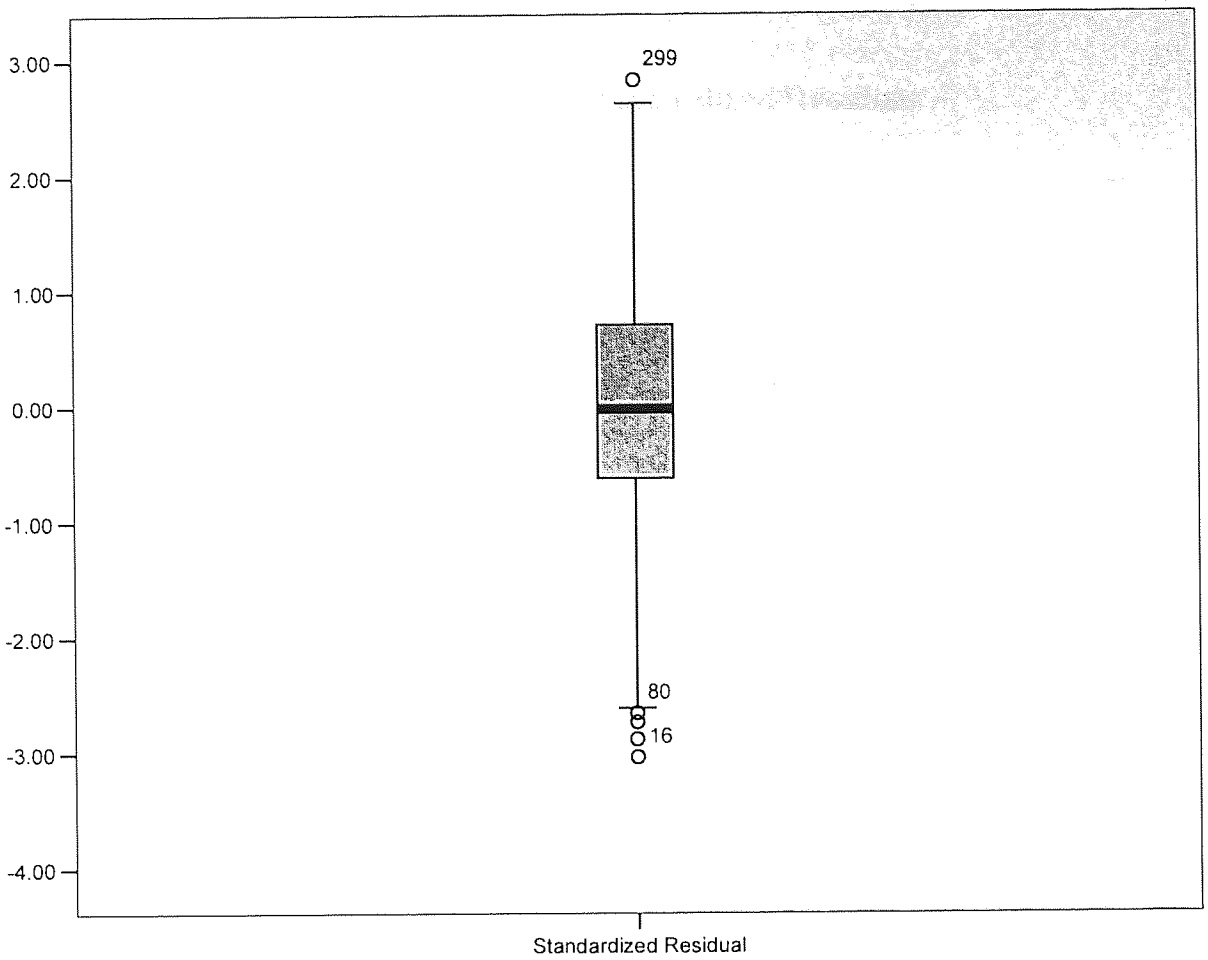
Tests of Normality

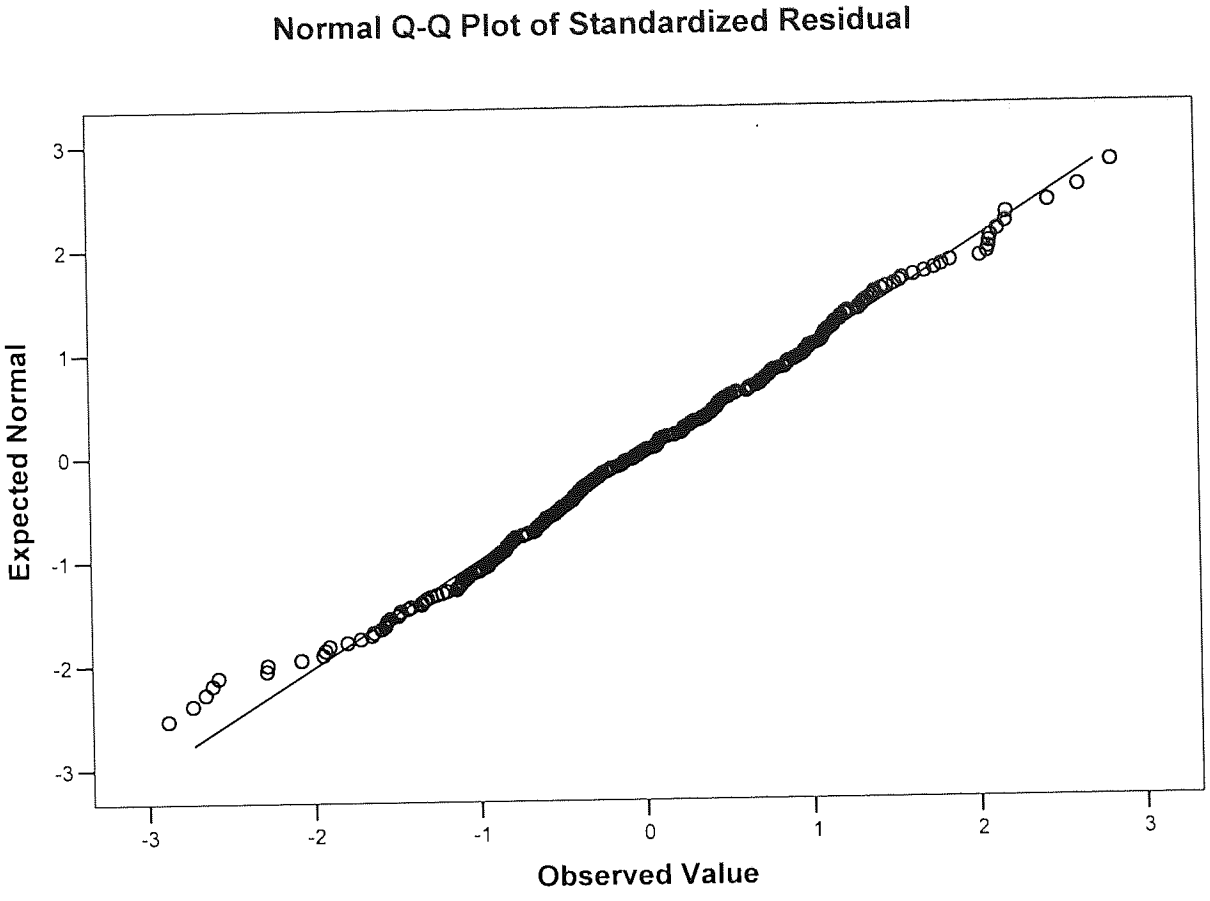
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ZRE_1	.029	354	.200*	.995	354	.261

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction


Detrended Normal Q-Q Plot of Standardized Residual
Dev from Normal
0.2
0.0
-0.2
-0.4
-3
-2
-1
0
1
2
3
Observed Value


3.00
2.00
1.00
0.00
-1.00
-2.00
-3.00
-4.00
299
80
16
Standardized Residual


Normal Q-Q Plot of Standardized Residual
Expected Normal
Observed Value
3
2
1
0
-1
-2
-3
-3
-2
-1
0
1
2
3

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	c_tec, env_reg, env_cus, emm_tec, c_reg, a8emm, a8emu, emu_com, emm_reg, env_tec, leg_cus, emm_com, env_com, a8leg, o_i, emu_reg, emu_cus, emm_cus, emu_tec, a8o, i_com, a8i, leg_reg, leg_com, i_reg, c_cus, i_tec, a8c, i_cus, leg_tec, c_com[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: newperf_s2

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.513[a]	.263	.192	2.32300	.263	3.713	31	322	.000

a. Predictors: (Constant), c_tec, env_reg, env_cus, emm_tec, c_reg, a8emm, a8emu, emu_com, emm_reg, e
emm_com, env_com, a8leg, o_i, emu_reg, emu_cus, emm_cus, emu_tec, a8o, i_com, a8i, leg_reg, leg_c
i_tec, a8c, i_cus, leg_tec, c_com

b. Dependent Variable: newperf_s2

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	621.129	31	20.036	3.713	.000[a]
	Residual	1737.619	322	5.396		
	Total	2358.747	353			

a. Predictors: (Constant), c_tec, env_reg, env_cus, emm_tec, c_reg, a8emm, a8emu, emu_com, emm_reg, env_tec, leg_cus, emm_com, env_com, a8leg, o_i, emu_reg, emu_cus, emm_cus, emu_tec, a8o, i_com, a8i, leg_reg, leg_com, i_reg, c_cus, i_tec, a8c, i_cus, leg_tec, c_com

b. Dependent Variable: newperf_s2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-5.666	1.353		-4.188	.000		
	a8i	.344	.489	.065	.704	.482	.269	3.723
	a8emm	.094	.252	.025	.372	.710	.519	1.925
	a8emu	1.089	.255	.261	4.279	.000	.613	1.632
	a8leg	-.271	.460	-.053	-.589	.557	.279	3.589
	a8c	.530	.597	.098	.887	.375	.188	5.332
	env_reg	.825	.202	.214	4.088	.000	.834	1.199
	env_cus	-.325	.186	-.100	-1.747	.082	.696	1.436
	env_tec	-.085	.203	-.024	-.418	.676	.700	1.430
	env_com	-.389	.249	-.094	-1.563	.119	.628	1.593
	a8o	-.205	.286	-.049	-.716	.475	.490	2.040
	c_cus	.067	.769	.011	.087	.930	.150	6.647
	emu_reg	-.296	.422	-.044	-.701	.484	.589	1.697
	emm_tec	.007	.312	.001	.022	.983	.618	1.617
	emu_tec	.171	.331	.036	.518	.605	.474	2.110
	emm_reg	.116	.273	.024	.427	.670	.754	1.327
	emm_com	-.289	.348	-.053	-.831	.407	.557	1.794
	emu_com	-.933	.474	-.151	-1.971	.050	.389	2.574
	leg_reg	.110	.635	.014	.173	.863	.368	2.715
	leg_tec	.160	.675	.028	.236	.813	.164	6.093
	o_i	1.578	.473	.214	3.337	.001	.554	1.806
	emm_cus	-.014	.322	-.003	-.043	.966	.488	2.051
	leg_com	-.656	.805	-.096	-.815	.416	.163	6.119
	emu_cus	.907	.357	.189	2.543	.011	.416	2.403
	i_reg	1.035	.745	.131	1.390	.165	.258	3.870
	i_com	1.845	.795	.246	2.322	.021	.204	4.898
	i_tec	-.176	.596	-.031	-.294	.769	.201	4.977
	leg_cus	.584	.571	.099	1.022	.307	.245	4.083
	c_reg	-.543	.838	-.068	-.648	.518	.206	4.846
	i_cus	-1.850	.724	-.295	-2.554	.011	.171	5.847
	c_com	-.379	1.002	-.052	-.378	.706	.122	8.214
	c_tec	-.766	.924	-.128	-.830	.407	.096	10.380

a. Dependent Variable: newperf_s2

Collinearity Diagnostics[a]

Mo	Dim	Eigenv	Conditi	Variance Proportions																							
				(Consta	Zage_i	Zeduc	Zemp_8	Zlen_a	Zcar_c	Zv_rec	Zv_cus	Zv_tv_	Zcar_o	Zu_cus	Zu_rm_	Zu_hu_	Ztm_m_	Zm_cu_	Zcg_re	Zg_tec	Zo_im_	Zm_gl_	Zcar_u					
1	1	116.000	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.C
	2	495.485		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.C
	3	220.940		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.02	.01	.00	.00	.00	.00	.02	.00	.01	.00	.00	.00	.00	.C
	4	998.463		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.01	.05	.02	.01	.06	.00	.00	.00	.01	.06	.00	.00	.00	.C
	5	549.797		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.01	.01	.01	.01	.03	.01	.00	.01	.01	.00	.01	.00	.00	.00	.C
	6	243.122		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.01	.00	.00	.01	.04	.01	.03	.00	.00	.00	.00	.00	.02	.00	.C
	7	968.537		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.06	.02	.01	.48	.01	.00	.02	.00	.01	.02	.00	.00	.00	.C
	8	884.702		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.01	.01	.08	.00	.02	.14	.00	.01	.00	.00	.00	.01	.00	.C
	9	645.335		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.07	.01	.01	.04	.00	.02	.00	.53	.09	.00	.00	.00	.C
	10	622.413		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.26	.23	.05	.08	.03	.00	.03	.01	.04	.02	.00	.00	.00	.C
	11	532.772		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.20	.10	.02	.02	.03	.00	.00	.00	.04	.10	.00	.02	.00	.C
	12	494.951		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.16	.22	.04	.15	.27	.01	.02	.00	.03	.03	.00	.00	.00	.C
	13	407.458		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.06	.07	.29	.01	.05	.00	.03	.02	.04	.01	.01	.01	.02	.2
	14	313.224		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.01	.04	.20	.00	.39	.01	.07	.00	.03	.42	.03	.03	.00	.C
	15	294.420		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.01	.00	.05	.00	.10	.41	.00	.05	.01	.02	.02	.01	.1
	16	271.690		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.06	.06	.11	.03	.01	.39	.13	.01	.01	.12	.00	.00	.00	.1
	17	189.007		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.11	.03	.03	.01	.00	.00	.01	.07	.20	.01	.00	.01	.01	.00	.C
	18	179.237		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.17	.01	.00	.00	.00	.00	.10	.00	.08	.00	.00	.07	.00	.00	.1
	19	154.878		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.04	.02	.00	.00	.01	.07	.07	.05	.00	.00	.01	.01	.01	.00	.C
	20	091.518		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.01	.00	.00	.05	.00	.00	.04	.03	.07	.00	.02	.38	.00	.00	.C
	21	073.883		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.58	.01	.01	.00	.00	.00	.02	.01	.12	.00	.00	.04	.00	.00	.C
	22	060.256		.00	.00	.07	.00	.00	.00	.00	.01	.00	.00	.00	.02	.00	.00	.05	.00	.00	.03	.01	.25	.01	.00	.18	.00	.00	.C
	23	051.378		.00	.00	.25	.02	.00	.00	.01	.00	.01	.00	.09	.03	.01	.00	.00	.04	.01	.00	.00	.07	.07	.02	.06	.00	.00	.C
	24	040.508		.00	.00	.00	.01	.00	.00	.30	.30	.03	.04	.02	.00	.01	.00	.01	.02	.00	.00	.00	.02	.01	.01	.01	.00	.00	.C
	25	031.794		.00	.01	.00	.05	.01	.01	.60	.16	.00	.00	.02	.00	.01	.00	.00	.00	.01	.00	.00	.01	.01	.01	.00	.00	.00	.C
	26	022.412		.00	.00	.00	.01	.00	.00	.00	.19	.89	.00	.00	.00	.00	.01	.00	.00	.00	.01	.00	.00	.00	.01	.02	.00	.00	.C
	27	017.432		.02	.00	.38	.01	.00	.00	.00	.11	.01	.07	.73	.00	.00	.00	.00	.01	.00	.00	.00	.00	.04	.00	.02	.00	.00	.C
	28	016.875		.00	.00	.15	.15	.00	.00	.01	.20	.03	.65	.03	.00	.01	.00	.00	.00	.01	.01	.00	.04	.00	.00	.02	.00	.00	.C
	29	012.242		.00	.05	.03	.65	.07	.02	.00	.01	.00	.13	.06	.01	.02	.00	.00	.02	.00	.00	.01	.00	.01	.00	.00	.00	.00	.C
	30	007.222		.93	.00	.11	.07	.04	.00	.06	.00	.02	.06	.03	.01	.00	.01	.02	.00	.01	.00	.00	.00	.00	.04	.01	.00	.00	.C
	31	004.142		.04	.55	.00	.00	.57	.00	.01	.01	.00	.03	.01	.01	.00	.01	.00	.01	.00	.01	.04	.01	.02	.00	.02	.00	.00	.C
	32	002.725		.01	.39	.00	.03	.30	.97	.01	.00	.00	.02	.02	.01	.00	.00	.00	.01	.00	.00	.00	.00	.02	.00	.02	.00	.00	.C

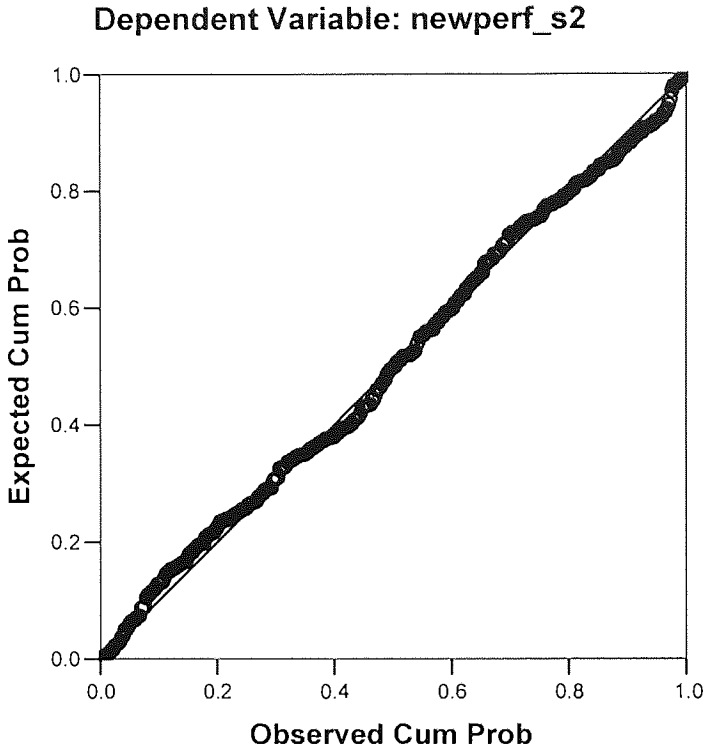
[a]Dependent Variable: newperf_s2

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-5.1351	4.0427	.0000	1.32649	354
Residual	-6.53012	7.44149	.00000	2.21866	354
Std. Predicted Value	-3.871	3.048	.000	1.000	354
Std. Residual	-2.811	3.203	.000	.955	354

a. Dependent Variable: newperf_s2

Normal P-P Plot of Regression Standardized Residual



Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
ZRE_1	354	4.5%	7434	95.5%	7788	100.0%

Extreme Values

			Case Number	Value
ZRE_1	Highest	1	299	3.20340
		2	349	2.52525
		3	343	2.40139
		4	168	2.30514
		5	57	2.19419
	Lowest	1	16	-2.81107
		2	153	-2.76320
		3	59	-2.75346
		4	202	-2.43310
		5	65	-2.41626

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ZRE_1	.037	354	.200*	.994	354	.185

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Normal Q-Q Plot of Standardized Residual